

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

Date	Time	Venue
Thursday, 08 June 2023	10:00	Teams - virtual meeting,

MARK CONAGHAN  
Head of Corporate Governance

### Membership

Councillor John Shaw (Convener): Councillor Fiona Airlie-Nicolson (Depute Convener):

Councillor Alison Ann-Dowling: Councillor Jacqueline Cameron: Provost Lorraine Cameron: Councillor Michelle Campbell: Councillor Graeme Clark: Councillor Audrey Doig: Councillor Chris Gilmour: Councillor Edward Grady: Councillor Neill Graham: Councillor Bruce MacFarlane: Councillor David McGonigle: Councillor Sam Mullin: Councillor Iain Nicolson:

### Further Information - online meetings only

This meeting is on-line only but is a meeting which is open to members of the public by prior arrangement. A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk)

### Webcasting of Meeting

This meeting will be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed. To find the webcast please navigate to

<https://renfrewshire.public-i.tv/core/portal/home>

## **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.

## **Apologies**

Apologies from members.

## **Minute**

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| <b>1</b> | <b>Minute of meeting of the Joint Consultative Board (Non-Teaching)</b> | <b>1 - 4</b> |
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Minute of meeting of the Joint Consultative Board (Non-teaching) held on 24 May 2023.

## **Finance**

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| <b>2</b> | <b>Revenue Budget Update 2023/24</b> | <b>5 - 10</b> |
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Report by Director of Finance & Resources.

## **Performance**

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| <b>3</b> | <b>Customer Services Performance Report</b> | <b>11 - 16</b> |
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Report by Director of Finance & Resources.

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| <b>4</b> | <b>Business Services Performance Report</b> | <b>17 - 28</b> |
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Report by Director of Finance & Resources.

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| <b>5</b> | <b>Facilities Management Operational Performance Report</b> | <b>29 - 38</b> |
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Director of Environment, Housing & Infrastructure.

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| <b>6</b> | <b>Finance &amp; Resources Service Improvement Plan Outturn Report 2022/25</b> | <b>39 - 56</b> |
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Report by Director of Finance & Resources.

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| <b>7</b> | <b>Finance &amp; Resources 2023-2026 Service Improvement Plan</b> | <b>57 - 84</b> |
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Report by Director of Finance & Resources.

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| <b>8</b> | <b>Chief Executive's Service - Service Improvement Plan 2023-2026 - Outturn Report</b> | <b>85 - 128</b> |
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Report by Chief Executive.

<b>9</b>	<b>Chief Executive's Service - Service Improvement Plan 2023-2026</b>	<b>129 - 166</b>
	Report by Chief Executive.	
<b>10</b>	<b>Environment &amp; Infrastructure Service Improvement Plan 2022/23-2023/24 Outturn Report</b>	<b>167 - 186</b>
	Report by Director of Environment, Housing & Infrastructure.	
<b>11</b>	<b>Environment, Housing &amp; Infrastructure Services 2023-2024 Service Improvement Plan</b>	<b>187 - 218</b>
	Report by Director of Environment, Housing & Infrastructure Services.	

## **Consultation**

<b>12</b>	<b>Non-domestic rates/ council tax on second and empty homes: Consultation</b>	<b>219 - 244</b>
	Report by Director of Finance & Resources.	

## **Policy**

<b>13</b>	<b>People Strategy 2021-26 - Revised HR&amp;OD Policies</b>	<b>245 - 264</b>
	Report by Director of Finance & Resources.	

## **Civic Matters**

<b>14</b>	<b>Civic Hospitality</b>	<b>265 - 270</b>
	Report by Director of Finance & Resources.	
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## **Human Resources/Organisational Development**

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| <b>16</b> | <b>Report on the Voluntary Redundancy/Early Retirements Scheme</b>                                      | <b>275 - 278</b> |
|           | Report by Director of Finance & Resources.  |                  |
| <b>17</b> | <b>2022/23 Annual Report on the Health, Safety and Wellbeing activities within Renfrewshire Council</b> | <b>279 - 286</b> |
|           | Report by Director of Finance & Resources.  |                  |
| <b>18</b> | <b>Chief Executive's Service – Annual Health and Safety Report 2022/2023 and Action Plan 2023/2024</b>  | <b>287 - 298</b> |
|           | Report by Chief Executive.  |                  |

## **Procurement**

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| <b>19</b> | <b>Provision of Adult Residential Services at Cherrywood Care Home (RCCPU- 22-274)</b>   | <b>299 - 304</b> |
|           | Joint report by Director of Finance and Resources and The Chief Officer, Renfrewshire Health & Social Care Partnership.              |                  |
| <b>20</b> | <b>Provision of a Specialist Dementia Day Care Service (RC-CPU-22-113)</b>   | <b>305 - 310</b> |
|           | Joint report by Chief Executive and Chief Officer, Renfrewshire Health and Social Care Partnership.                                  |                  |
| <b>21</b> | <b>Provision of a Carers Centre (RC-CPU-22-319)</b>  | <b>311 - 316</b> |
|           | Director of Finance and Resources, Director of Children's Services and Chief Officer, Renfrewshire Health & Social Care Partnership. |                  |
| <b>22</b> | <b>Access to Counselling in Schools (RC-CPU-22-251)</b>  | <b>317 - 322</b> |
|           | Joint report by Director of Finance and Resources and Director of Children's Services.   |                  |

<b>23</b>	<b>Contract Award: 2 Liquid Fuels Contracts</b>	<b>323 - 328</b>
	Joint report by Director of Finance & Resources and Director of Environment, Housing & Infrastructure	
<b>24</b>	<b>Contract Authorisation Report for the Customer Portal and Customer Relationship Management System (Reference RC-CPU-22-307)</b>	<b>329 - 334</b>
	Report by Director of Finance & Resources.	
<b>25</b>	<b>Contract Authorisation Report for The Supply and Delivery of Meraki Switches and Licenses (RC-CPU-22-302)</b>	<b>335 - 338</b>
	Report by Director of Finance & Resources.	
<b>26</b>	<b>Contract Award: Measured Term Contract Rot Eradication, Timber Preservation and Dampness Control, (RC-CPU-21-004)</b>	<b>339 - 346</b>
	Joint report by Director of Finance & Resources and Director of Environment, Housing & Infrastructure.	
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	Joint report by Director of Finance & Resources and Director of Environment, Housing & Infrastructure	
<b>28</b>	<b>Contract Award: Energy</b>	<b>353 - 360</b>
	Joint report by Director of Finance & Resources and Director of Environment, Housing and Infrastructure.	
<b>29</b>	<b>Contract Award: Render Improvement Works to Speirsfield and Camphill Courts, Paisley (RC-CPU-22-354)</b>	<b>361 - 366</b>
	Joint report by Director of Finance & Resources & the Director of Environment, Housing, and Infrastructure.	
<b>30</b>	<b>Idox Software and Associated Software Maintenance (RC-CPU-22- 206)</b>	<b>367 - 372</b>
	Joint report by Chief Executive and Director of Finance & Resources.	

<b>31</b>	<b>Paisley Museum Reimagined Project – Notification of Cost Increases on technical consultant appointments</b>	<b>373 - 378</b>
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Joint report by Chief Executive and Director of Finance & Resources.



## Minute of Meeting

### Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 24 May 2023	15:00	Council Chambers/Hybrid Meeting,

**Present:** Councillor Fiona Airlie-Nicolson, Councillor Audrey Doig, Councillor Chris Gilmour, Councillor Lisa-Marie Hughes, Councillor Sam Mullin

### In Attendance

D Kerr, Service Co-ordination Manager, J Robertson, Strategic Facilities Manager (both Environment, Housing & Infrastructure); M Boyd, Head of HR & OD, R Laouadi, HR Manager, R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR & OD Adviser, D Pole, End User Technician, E Gray, Senior Committee Services Officer, and J Barron and D Cunningham, both Assistant Committee Services Officers (all Finance & Resources).

### Representing Trades Unions

M Ferguson and J Boylan (both UNISON), A Canning (GMB) and C Cochrane (UNITE).

### Appointment of Chairperson

In accordance with the terms of the constitution of the Joint Consultative Board (Non-Teaching), which stated that the Chair of the Board should alternate between the management-side and the trade unions it was proposed and agreed that Councillor Audrey Doig chair this meeting of the JCB (Non-Teaching).

**DECIDED:** That Councillor Audrey Doig chair the meeting.

## **Transparency Statements**

Councillor Gilmour indicated that he had a connection to items 4, 5, 6 and 7 of the agenda by reason of his membership of Unite the Union. However, he indicated that he had applied the objective test and did not consider he had an interest and intimated that it was his intention to remain in the meeting and to take part in any discussion or voting thereon.

Councillor Hughes indicated that she had a connection to items 4, 5, 6 and 7 of the agenda by reason of her membership of UNISON. However, she indicated that she had applied the objective test and did not consider she had an interest and intimated that it was her intention to remain in the meeting and to take part in any discussion or voting thereon.

Councillor Mullin indicated that he had a connection to items 4, 5, 6 and 7 of the agenda by reason of his membership of the GMB Union. However, he indicated that he had applied the objective test and did not consider he had an interest and intimated that it was his intention to remain in the meeting and to take part in any discussion or voting thereon.

## **Additional Item**

It was agreed that UNISON and the HR Manager meet before the next meeting of the JCB (Non-Teaching) to discuss facilities for Social Care workers, and that an update be submitted to the next meeting of the JCB (Non-Teaching) to be held on 30 August 2023.

### **1 Developments in Health, Safety and Wellbeing**

There was submitted a report by the Director of Finance & Resources relative to developments in relation to health, safety and wellbeing issues since the previous meeting of the Joint Consultative Board (Non-Teaching), held on 15 March 2023.

The report advised that the Health & Safety Team continued to work collaboratively with key stakeholders, to ensure risks were assessed, review policies and guidance, support front line services in the delivery of emergency and prioritised work, evaluate contractors' and suppliers' health and safety documentation when applying for contracts, respond to Freedom of Information requests, produce health and wellbeing guidance to support the workforce, and review all injury accidents occurring within the Council. It was noted that since the previous meeting there had been 782 courses delivered across the Council.

The report stated that during the period there had been two visits from the Health & Safety Executive, in connection with the management of asbestos in schools intervention programme. In addition there had been one meeting with Scottish Fire and Rescue Service, as a result of attending call outs to Council-owned premises, to discuss, where possible, improvements to the fire safety arrangements. Reference was also made to the review of the Council's blood borne virus documentation and associated face-to-face training provided, the production of health and wellbeing guidance and campaigns to support the workforce to become more active. In addition, the report indicated that support continued to be provided in respect of the new working arrangements being developed across the Council and the Council's construction activities.

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

## 2 **Details of Grievances**

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

The report provided information on grievances at both the informal and formal stages and indicated that there were a total of six grievances as at May 2023, a decrease of three cases since the last meeting of this Board.

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

## 3 **Agency Workers**

There was submitted a report by the Director of Finance & Resources relative to the number of agency staff employed within the Council as at 1 May 2023 and detailing the capacity and Services in which they were engaged. The report advised that as at 1 May 2023, 337 agency workers were employed across all Council Services, a reduction of two agency workers since February 2023. Renfrewshire Health & Social Care Partnership employed 215 of those agency workers.

The HR Manager responded to questions regarding numbers of agency workers.

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

## 4 **Absence Statistics**

Absence Statistics There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for quarter 4, 1 January to 31 March 2023. The report provided information in relation to absence targets and how Services and categories of staff had performed against them. An analysis of the reasons for absence for the period was included within the report. Information was also provided on supporting attendance activity levels by Service and the overall number of days lost. The absence statistics were broken down by service and category of staff, reasons for absence and progress made by services in relation to their supporting attendance action plans.

**DECIDED:** That the report on absence statistics for the fourth quarter of 2022/23 be noted.

## 5 **Reviews/Departmental Restructurings**

The UNISON representatives expressed concern in relation to the lack of information made available to the trade unions regarding staffing reviews and changes to staffing structures and redundancies within Family and Wellbeing Services.

The HR Manager confirmed there was a commitment from Services and HR to keep unions up-to-date with information and advise of any changes.

**DECIDED:** That arrangements be made to include regular update reports regarding staffing reviews within Services and changes to staffing structures proposed as part of the Right for Renfrewshire initiative as a standing item on the agenda of future Joint Trade Union Liaison meetings.

## 6 **Date of Next Meeting**

**DECIDED:** That it be noted that the next meeting of the JCB (Non-Teaching) would be held at 3pm on 30 August 2023.





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

**On: 8 June 2023**

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

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**Heading: Revenue Budget Update 2023/24**

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## **1. Summary**

- 1.1. On 2 March 2023, the Council set its revenue budget for 2023/24. On that day, the Band D Council Tax level was set for 2023/24 and a Budget Motion was approved. This report provides Members with an update to the Revenue Budget 2023/24 following these additional decisions.
- 1.2. Appendix 1 outlines the total in-year approved Revenue Budget 2023/24 for each service by cost type.

## **2. Recommendations**

- 2.1 Members are asked to note the report, which reflects the impact of decisions taken by the Council on 2 March 2023.

## **3. Revenue Budget 2023/24: Council Tax**

- 3.1 At its meeting on 2 March 2023, the Council increased Council Tax for 2023/24 by 6%. The effect of this on all Council Tax bands is as follows:

Band	Council Tax Charge 2023/24
A	£957.45
B	£1,117.02
C	£1,276.60
D	£1,436.17

Band	Council Tax Charge 2023/24
E	£1,886.97
F	£2,333.78
G	£2,812.50
H	£3,518.62

#### 4. Revenue Budget 2023/24: Budget Motion

- 4.1 A number of initiatives were outlined in the Budget Motion on 2 March 2023, which amounted to an additional £1.750m of non-recurring (one-off) spend planned for financial year 2023/24, as follows:

Description	Budget 2023/24 £000
Funding for play park renewals	350
Funding for play park maintenance	100
Villages road safety and improvement	150
Increase in foster and kinship carer allowances	210
Top-up funding to the Scottish Welfare Fund	200
Contribution to On-X running track resurfacing	200
Replenish the Villages Improvement Fund	200
Replenish the Culture, Heritage and Events Fund	200
Public Litter Bin replacement programme (Year 1)	90
Concessionary swim programme expansion	50
<b>Total</b>	<b>1,750</b>
<b>Funded by:</b>	
One-off use of reserves from Employability Fund	1,200
One-off use of reserves from Welfare Reform Fund	200
One-off use of reserves from Culture Bid Legacy Fund	200
One-off use of Financial Sustainability Fund	150
<b>Total</b>	<b>1,750</b>

- 4.2 On 1 March 2023, the Scottish Government released Finance Circular 3/2023, which included details of previously undistributed settlement funding for Renfrewshire Council of £6.998m. This increases the Estimated Spending Need in the table below by the same value (i.e. the undistributed funding and corresponding spend were both anticipated, just not confirmed at the point the Council papers were published).

- 4.3 At the Council meeting on 2 March 2023, the Council agreed to implement a Garden Waste permit scheme, which is forecast to generate £0.828m in 2023/24. This reduces the Estimated Spending Need in the update table below.
- 4.4 The following table was presented as Table 5 in the report to Council on 2 March 2023 with draft figures before the above decisions were taken. It is now updated here to reflect the impact of the use of reserves and the additional planned expenditure.

<b>Budget Overview 2023/24</b>	<b>Draft Budget 2 March £000</b>	<b>Approved Budget 2 March £000</b>	<b>Movement  £000</b>
Confirmed Government Grant	389,764	396,762	6,998
Council Tax Income	102,333	108,473	6,140
Council Tax / Community Charge Arrears	500	500	0
<b>Total Income</b>	<b>492,597</b>	<b>505,735</b>	<b>13,138</b>
Less: Estimated Spending need	(500,170)	(506,340)	(6,170)
<b>Recurring Budget (Deficit) / Surplus</b>	<b>(7,573)</b>	<b>(605)</b>	<b>6,968</b>
Less: Estimated Spending need (non-recurring)	0	(1,750)	(1,750)
One-off use of Reserves	0	2,355	2,355
<b>In-Year Budget (Deficit) / Surplus</b>	<b>(7,573)</b>	<b>0</b>	<b>7,573</b>

## 5. Resource Allocations

- 5.1 Appendix 1 attached summarises the provisional resource allocation for each service. This is the In-Year budget position and includes the total spending need, both recurring and non-recurring. Resource allocations are subject to amendment during the financial year, to reflect allocation to services of inflationary budgets held at the outset within Miscellaneous Services.

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## Implications of the Report

1. **Financial** - The report and appendix provide background information on the 2023/24 budget, identifying an in-year break-even position, after the one-off use of reserves.
2. **HR & Organisational Development** – none arising from this report.
3. **Community/Council Planning** – none arising from this report.
4. **Legal** – none arising from this report.

5. **Property/Assets** - none arising from this report.
6. **Information Technology** - none arising from this report.
7. **Equality & Human Rights** - none arising from this report.
8. **Health & Safety** - none arising from this report.
9. **Procurement** – none arising from this report.
10. **Risk** – none arising from this report.
11. **Privacy Impact** - none arising from this report.
12. **Cosla Policy Position** – none arising from this report.
13. **Climate Risk** – none arising from this report.

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**Author:** Alastair MacArthur, Director of Finance & Resources

## RESOURCE ALLOCATION

## APPENDIX 1

## REVENUE BUDGET 2023/24

	Chief Executive's Service	Children's Services	Communities and Housing	Environment and Infrastructure	Finance and Resources	Loans Fund and Miscellaneous Service	Renfrewshire Council
Employee Costs	8,987	169,408	8,260	50,586	36,225	27,663	301,129
Premises Costs	1,458	9,171	1,649	4,223	1,076	6,382	23,959
Transport Costs	20	4,625	137	7,643	137	400	12,962
Supplies and Services	15,163	31,803	2,256	21,413	10,424	7,545	88,604
Third Party Payments	130	15,283	2	3,201	1,745	95	20,456
Transfer Payments	3,418	13,953	3,276	218	52,329	(2,101)	71,093
Support Services	361	67	53	1,353	894	964	3,692
Capital Charges	0	0	0	90	0	7,957	8,047
Income	(3,761)	(1,876)	(5,055)	(36,621)	(59,343)	(12,834)	(119,490)
Sub-Total	25,776	242,434	10,578	52,106	43,487	36,071	410,452
Plus Adult Social Care							97,638
Total In-Year Net Expenditure 2022/23							508,090
Recurring Spending Need							506,340
Non-Recurring Spending Need							1,750
Total In-Year Net Expenditure 2022/23							508,090





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

**On: 08 June 2023**

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

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**Heading: Customer Services Performance Report**

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**1. Summary**

- 1.1 This report details performance across key Customer Service functions including Call Centre, Face to Face and Digital Support for customers for April 2023
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**2. Recommendations**

- 2.1 It is recommended that the Board:
- Note the contents of the report.
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**3. Customer Service Provision**

- 3.1 This section details the performance of the customer service for April 2023, and the current year to date position. The report provides an update on the overall contact centre call and e-mail volumes.

Face to Face services continue in Renfrewshire House, with these being managed on an appointment basis. Details of customer volumes are provided in this report.

Demand for Digital Services remains high, and this report will update members on the level of online transactions being completed.

### 3.2 Telephone Call Handling

- 3.2.1 High level monthly summary – for the month of April, the contact centre received 24,373 calls and answered 96% against a primary target of 90% for the period.

**Table 1 – Customer Service Unit – Primary Target (call handling)**

Primary target	Year	Calls Received	April Performance	Year to Date
90% calls answered	2023	24,373	96%	96%
	2022	24,753	98%	98%

- 3.2.2 The contact centre achieved the primary target of answering 90% of all calls.

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

**Table 7 – Customer Service Unit – Secondary Target (call handling)**

Secondary target	Year	April Performance	Year to Date
70% calls in 40 seconds	2023	64%	64%
	2022	68%	68%

- 3.2.4 The contact centre performance was below the secondary target of answering 70% of calls within 40 seconds.

The main impact to performance was the Easter weekend driving increased demand during the following week alongside resource levels being reduced because of the school holidays, service levels recovered in the second half of the month.

- 3.2.5 In addition to the calls outlined above, customers also contact the Council using e-mail as their preferred channel. Since the new contact system was implemented, this has given greater visibility to the volumes handled through this route.

The e-mails received in April for each service is outlined in table 3 below.



**Table 3 – E-mail contact volumes**

<b>Service</b>	<b>E-mail Volume</b>
Blue Badge	226
General Enquiry	918
Environmental	37
Free School Meals / Clothing Grants	34
Housing Repairs	624
Licensing	305
Mybins	531
Roads and Lighting Faults	85
<b>Total e-mails handled</b>	<b>2,760</b>

### **3.3 Face to face provision**

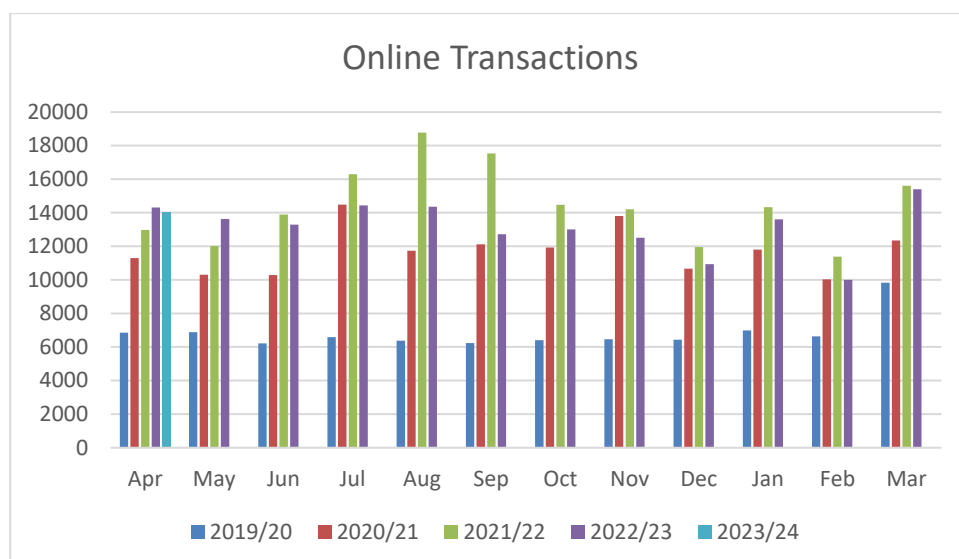
- 3.3.1 The Customer Service Centre in Paisley offers face to face support to customers by appointment where this is required.
- 3.3.2 Table 4 below shows the volume of customers who received face to face service during the month of April 2023.

**Table 4 – Face to Face Customer Volumes**

<b>Service</b>	<b>Total Customers</b>
Birth Registration	101
Marriage Registration	86
Licensing	50
<b>TOTAL</b>	<b>237</b>

### **3.4 Digital Services**

- 3.4.1 The Council continues to see a high level of requests processed through the online platform, with an additional 9,991 customers registered in the last year. The number of users on the Council's MyAccount service now equates to over 99% of all households in Renfrewshire, compared to 69% of households in March 2020.
- 3.4.2 The level of online transactions for the month is equal to the same period last year with the platform supporting 14,026 requests in April.
- 3.4.3 For the whole of the last financial year 158,164 transactions have been completed online, and a similar volume has continued into the new year as shown in the graph below.



## Implications of the Report

1. **Financial – None**
2. **HR & Organisational Development – None**
3. **Community/Council Planning –**
  - *Working together to improve outcomes – An efficient and effective Customer Services Unit is vital to ensuring citizens have equality of access to Council services whether this is digitally, by telephone or face to face*
4. **Legal - None**
5. **Property/Assets - None**
6. **Information Technology - None -**
7. **Equality & Human Rights** - The 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 consideration of performance 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** – Non applicable.
13. **Climate Risk** – none.

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**List of Background Papers**

(a) None

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Author: Gary Innes, Senior Service Delivery Manager (Customer and Digital Operations)





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

**On: 8 June 2023**

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

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**Heading: Business Services Performance Report**

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**1. Summary**

- 1.1 This report details performance across key Business Services functions including revenue collection and benefit administration for the period ending 28 April 2023 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund).
- 

**2. Recommendations**

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

**3. Revenue Collection**

**3.1 Council Tax**

- 3.1.1 This section details the collection performance as at 28 April 2023 for Council Tax. It also provides details of the total sums collected for the previous financial year.
- 3.1.2 The billable sum for 2023/24 is £100,679,011.
- 3.1.3 The sums collected to date for 2023/24 are £14,901,469 which is 14.80% of the billable sum (19.96% last year).

This represents a decrease of 5.16% in cash collection as a proportion of net charges billed compared with the same position for 2022/23.

- 3.1.4 The lower comparable position is due to Scottish Government funded Cost of Living Awards being credited to Council Tax accounts in 2022/23, but no such provision has been made for 2023/24. These awards totalled £9,432,000 by 28 April 22. It is anticipated that the percentage decrease will lessen over the remaining months of the year similarly to the pattern of increases last year which lessened as the year developed.
- 3.1.5 It is expected that the ongoing cost of living crisis is likely to have an impact on the level of collection this year.
- 3.1.6 The Council Tax Reduction (CTR) awarded is £13,790,782, amounting to 12.05% of the billable sum, which is 0.33% less than at the same point last year.
- 3.1.7 The Service continues to work through a volume of outstanding CTR applications and continues to encourage the take-up of CTR. Activities planned for the new financial year will include close tracking of potential applications and data matching to maximise CTR awards and support customers, where possible.

## **3.2 Non-Domestic Rates**

- 3.2.1 This section details the collection performance as at 28<sup>th</sup> April 2023 for Non-Domestic Rates (NDR). It also provides details of the total sums collected for the last financial year.
- 3.2.2 Non-Domestic Rates (NDR) bills will be raised in two phases for 2023/24 due to complex legislative changes to the Small Business Bonus Scheme (SBBS) and the Transitional Relief which will apply to some ratepayers following revaluation. Appendix 1 reflects the pre-billing position and is likely to change significantly for the next reporting period once the system has been fully updated to reflect the new legislation.
- 3.2.3 Revaluation, reviewing the value of all 9834 business properties in Renfrewshire, was carried out by Renfrewshire Valuation Joint Board and effective from 1 April 2023.
- 3.2.4 In relation to the SBBS, under the previous regulations, all properties received fixed percentage SBBS awards. Those with rateable values (RVs) of up to £15,000 were eligible for 100% relief. Those over £15,000, but not exceeding £18,000, received 25% relief. From 1st April 2023, the threshold for 100% relief has been reduced to £12,000. The complexity lies with properties with RVs between £12,000 and £20,000, which will now receive relief on a sliding scale between 100% and 0%. Different rules apply where a customer is liable for rates on multiple properties within Scotland.

- 3.2.5 Cash receipts to date amount to £2,322,895 which is 1.92% of the sum billed. This is an increase in cash collection as a proportion of net charges billed of 1.69% compared with the same position for 2022/23.
- 3.2.6 Payment collection for Non-Domestic Rates commences in May each year.

#### **4. Benefit administration**

This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of April 2023. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.

##### **4.1 Workload and Performance**

- 4.1.1 The Service aims to balance the varied and changing workload resulting from the impacts of the ongoing Cost of Living Crisis and any post-pandemic effects.
- 4.1.2 The Service has started the new financial year in a strong position with an improving trend. Recovery has progressed well since the last reporting period with improvements showing in several indicators.
- 4.1.3 Additional temporary resources continue to be deployed to the service; this is having a positive impact and is providing critical support.
- 4.1.4 Training and support remains in place for new and less experienced staff members. Training for benefits work is an extensive process, taking several weeks for a new team member to become proficient in a single process, many months to be fully trained in all areas and be fully productive.
- 4.1.5 The Service maintains a targeted plan aimed at bringing all work items within target and building a platform for sustained improved performance for the year ahead.

##### **4.2 Speed of Processing – Housing/Council Tax Benefit**

- 4.2.1 As detailed in Table 1 below, processing speed for New Claims is within target for the period, showing an improved position from 28 days reported at the last cycle
- 4.2.2 In relation to New Claims processed within 14 days of all information received, this measure is also below target for the period, however a much-improved position from 65% at the last cycle.
- 4.2.3 Processing of Changes in Circumstance (CIC) is within target for the reporting period, showing an improved position from 20 days at the last reporting cycle.

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

**Table 1 – Performance Summary**

<b>Performance measure</b>	<b>4 Week Reporting Period 10 March 2023 to 13 April 2023</b>	<b>Year to date position</b>	<b>Annual Target</b>
New Claims – processing time (no. of days)	23 days	23 days	24 days
New Claims - % processed within 14 days of all information received	81%	81%	92%
Changes in Circumstance – processing time (no. of days)	4 days	4 days	10 days

**4.3 Discretionary Housing Payments**

- 4.3.1 The total budget for Discretionary Housing Payments for 2023/24 is shown in Table 2 below. This includes an additional amount of £241k allocated by the Council during 2022/23, and a top-up of £80.6k, provided by Scottish Government during 2022/23, which was allowed to be a carried forward to 2023/24.
- 4.3.2 The total budget is detailed in Table 2 below and shows the indicative spending split provided to the Council.
- 4.3.3 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 both the Benefit Cap and the Bedroom Tax. These estimates include a 20% reserve allocation, which will be paid in May 2024, if required.
- 4.3.4 In line with DHP Policy and DHP Regulations, the Service makes awards to fully mitigate the effect of the Benefit Cap and the Bedroom Tax and maximise spend within the year.
- 4.3.5 Table 3 shows the performance information in relation to DHPs. The table shows that the average processing time in relation to DHP is within target.

**Table 2 – DHP Budget**

<b>Funding – indicative allocations</b>	<b>Amount</b>
Renfrewshire Council (brought forward from 2022/23)	£241,383
Financial Hardship – Scottish Government	£328,819
Benefit Cap* – Scottish Government	£136,600
Bedroom Tax* – Scottish Government	£2,354,497
<b>Total budget for the year</b>	<b>£3,061,299</b>

\*These figures represent the maximum amount required to cover the estimated shortfall of customers impacted by the Benefit Cap or Bedroom Tax.



**Table 3 – DHP Performance Summary**

<b>Measure</b>	<b>1 April 2023 to 28 April 2023</b>
Volume of DHP applications received	1,658 applications
Volume of DHP decisions made	1,573 decisions
Number of DHP awards	1,562 awards
Average processing time (target 29 days)	6 days
<b>Total amount committed/paid</b>	<b>£1,047,500</b>

#### **4.4.1 The Scottish Welfare Fund**

- 4.4.1 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.
- 4.4.2 The Service makes awards in 2023/24 in line with Scottish Government guidance and had spent 8% of its total budget for the Scottish Welfare Fund (SWF) by the end of April 2023.
- 4.4.3 The total budget for the Scottish Welfare Fund for 2023/24 is shown in Table 4 below. This includes an additional amount of £401,771 allocated by the Council, £201,771 of which was brought forward from 2022/23.
- 4.4.4 The Service anticipates that the Scottish Welfare fund budget will come under significant pressure this financial year and it will exhaust all funds provided by both Scottish Government and the Council. Last year the Council spent almost £170,000 more than this year's total budget despite demand not escalating until part way through the year when the Cost of Living Crisis really started to take effect.
- 4.4.5 The performance data relating to the Fund is presented in Table 4 below. The Service processed both Crisis Grants and Community Care Grants within target for the period.

**Table 4 – SWF Performance Summary (Crisis & Community Care Grants)**

<b>Measure</b>	<b>1 April 2023 to 28 April 2023</b>
Number of Crisis Grant applications received	827
Number of Crisis Grant Awards	589
<b>Total amount paid for Crisis Grants</b>	<b>£75,380</b>
<b>Average Processing time year to date (2 working days target)</b>	<b>2 days</b>
<b>Average Processing time within April</b>	<b>2 days</b>
Number of Community Care Grant applications received	2,329
Number of Community Care Grant Awards	1,419
<b>Total amount paid for Community Care Grant</b>	<b>£64,079</b>
<b>Average processing time year to date (15 working days target)</b>	<b>11 days</b>
<b>Average processing time within April</b>	<b>11 days</b>
<b>Total amount paid/committed from the fund</b>	<b>£139,459</b>
<b>Budget from Council brought forward from 2022/23</b>	<b>£201,771</b>
<b>Budget from Council 2023/24</b>	<b>£200,000</b>
<b>Budget provided by Scottish Government</b>	<b>£1,252,119</b>
<b>Total Budget</b>	<b>£1,653,890</b>

**5. Energy Bills Support Scheme Alternative Funding (EBSS AF) and Alternative Fuel Payment Alternative Funding (AFP AF)**

- 5.1 In November it was announced that the UK government were to launch the EBSS AF which would provide an opportunity for households that would not be able to access the main Energy Bills Support Scheme to access £400 of support for energy costs for the winter. The support was to be delivered in partnership with local authorities, who would provide verification and payment functions.
- 5.2 More recently, the Government has also announced the AFP AF, a £200 support payment for households that use fuels other than gas to heat their homes. Local authorities were also asked to perform a role in providing support with processing applications for the small number of households that will not receive the payment automatically.
- 5.3 The Service has made arrangements, in line with the guidance issued by the UK government, to support these additional functions to ensure that Renfrewshire residents eligible for this support receive their payments. Both schemes are now live and will receive applications until 31 May 2023.

**Table 5 –**

**Energy Bills Support Scheme Alternative Funding (EBSS AF) and Alternative Fuel Payment Alternative Funding (AFP AF)**

Measure	26 February 2023 to 12 May 2023
<b>Applications received to date</b>	
EBSS	87 Applications
AFP	34 Applications
Total	121 Applications
<b>Payments Made</b>	
EBSS	81 Payments £32,300
AFP	27 Payments £5,400
Total	108 Payments £37,800
<b>Applications Rejected</b>	9 Applications

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**Implications of the Report**

1. **Financial** - The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** –
  - Our Renfrewshire is fair - An effective Benefits service is vital to the quality of life of many of our citizens as it provides vital support for low income households to sustain tenancies and meet their rent obligations.
  - Working together to improve outcomes - An efficient and effective billing and administrative process for the collection of local taxes is vital for ensuring the recovery of income to the Council to support the provision of local services. This is supported by a range of payment opportunities for the public, including electronic and digital payments (e.g. Direct Debit, Website and Telephone).
  - Working together to improve outcomes – Efficient and effective customer service is vital to ensuring that citizens have equality of access to Council services, whether this is digitally, by telephone or face to face.
4. **Legal** – None.
5. **Property/Assets** – None.

6. **Information Technology** – None.
7. **Equality & Human Rights** - The recommendations contained within this report in relation to performance updates has been considered in relation to its impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for consideration of performance only.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.
12. **Cosla Policy Position** – None.
13. **Climate Risk** – None.

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#### **List of Background Papers**

None.

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**Author:** Emma Shields, Strategic Service Delivery Manager

## Appendix 1

### RENFREWSHIRE COUNCIL

#### REVENUES COLLECTION STATEMENT AS AT 28 APRIL 2023

COUNCIL TAX		
	2022/23	2023/24
	£m	£m
Projected Yield	100.788	108.473
Gross Charges	107.291	114.470
Less rebates	13.147	13.791
Net Charges Billed	<u>94.144</u>	<u>100.679</u>
Cash Collected	89.269	14.901
Rebate Grant	13.147	13.791
	<u>102.416</u>	<u>28.692</u>
Cash collected as % of Net Charges	94.82%	14.80%
Income as % of Projected Yield	101.61%	26.45%

NON DOMESTIC RATES		
	2022/23	2023/24
	£m	£m
Projected Yield	123.136	118.529
Gross Charges	147.806	141.925
Less reliefs	22.157	20.977
Net Charges Billed	<u>125.649</u>	<u>120.948</u>
Cash Collected	120.508	2.323
Cash collected as % of Net Charges	95.91%	1.92%
Cash collected as % of Projected Yield	97.87%	1.96%

**APPEALS**

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

<b>Target processing speed (number of days)</b>	60		
<b>Result: last 3 months (days)</b>	February: 232 days	March: 72 days	April: 62 days
<b>Average (12 months to date)</b>	120 days		
<b>Average Appeals Completed</b>	4 Appeals per month		

**Comment:-** Appeals volumes are very low, which is expected due to reducing Housing Benefit caseload. Good progress has been made since the last reporting cycle in bringing outstanding volumes of Appeals up to with processing times significantly better and almost at target for April.

**REVISIONS**

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

<b>Target</b>	28 days		
<b>Result last report</b>	December 22: 91	January 23: 76	February 23: 63
<b>Result Last 3 months</b>	February 23: 63	March 23: 43	April 23: 52

**Comment:-** The Service has missed target for revisions processing as a result of balancing workloads. Resources have been focussed on reducing the outstanding volume which has taken longer than anticipated. The data above shows a trending improving position, and the expectation is processing within target by the next cycle.

**ACCURACY**

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit a minimum of 4% of calculations.

	<b>Target %</b>	<b>Actual %</b>
<b>Volume of Audits 2023/24</b>	4%	15%
<b>Accuracy – April 2023</b>	95%	85%
<b>Accuracy – 2023/24</b>	95%	85%

**Comment:-** The proportion checked this period is lower than last report and reflects a lower volume of case cleansing reviews carried out on claims as a proportion of decisions made. Case cleansing reviews are triggered by longer processing times, so the reduction is expected as processing times have improved. Accuracy is below target for the period, the Service continues to analyse errors and action trends/patterns as well as supporting newly trained staff with additional guidance/training where needed.

**HOUSING BENEFIT OVERPAYMENTS**

The service is responsible for raising overpayments where Housing Benefit has been paid in error. If these have resulted from errors made by claimants, the cost is partially funded by the DWP. The service attempts to recover both newly raised and historic debts from claimants or landlords as appropriate.

<b>Overpayments raised 2023/24</b>	£120,634
<b>Overpayments raised and recovered in year</b>	£12,650
<b>% Recovery</b>	10.49%
<b>All recovery in year</b>	£95,855.75
<b>All recovery vs raised in year</b>	79.46%
<b>All recovery vs all debt</b>	1.28%
<b>Total debt outstanding at end of reporting period</b>	£7,382,623







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

**On:** 8 June 2023

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**Report by:** Director of Environment, Housing & Infrastructure

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**Heading:** Facilities Management Operational Performance Report

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## **1 Summary**

- 1.1 Environment, Housing & Infrastructure brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on Facilities Management (Hard and Soft Services) delivered by Environment, Housing & Infrastructure since the last Policy Board in March 2023. From the next report, operational updates on Property Services will be included within this report.
  - 1.2 Building Services continue to operate normal day to day business and our emergency out of hours repairs. The supply issue with materials has improved and only remains in a few areas where longer lead in times continue to be experienced. The service continues to manage all works.
- 

## **2 Recommendations**

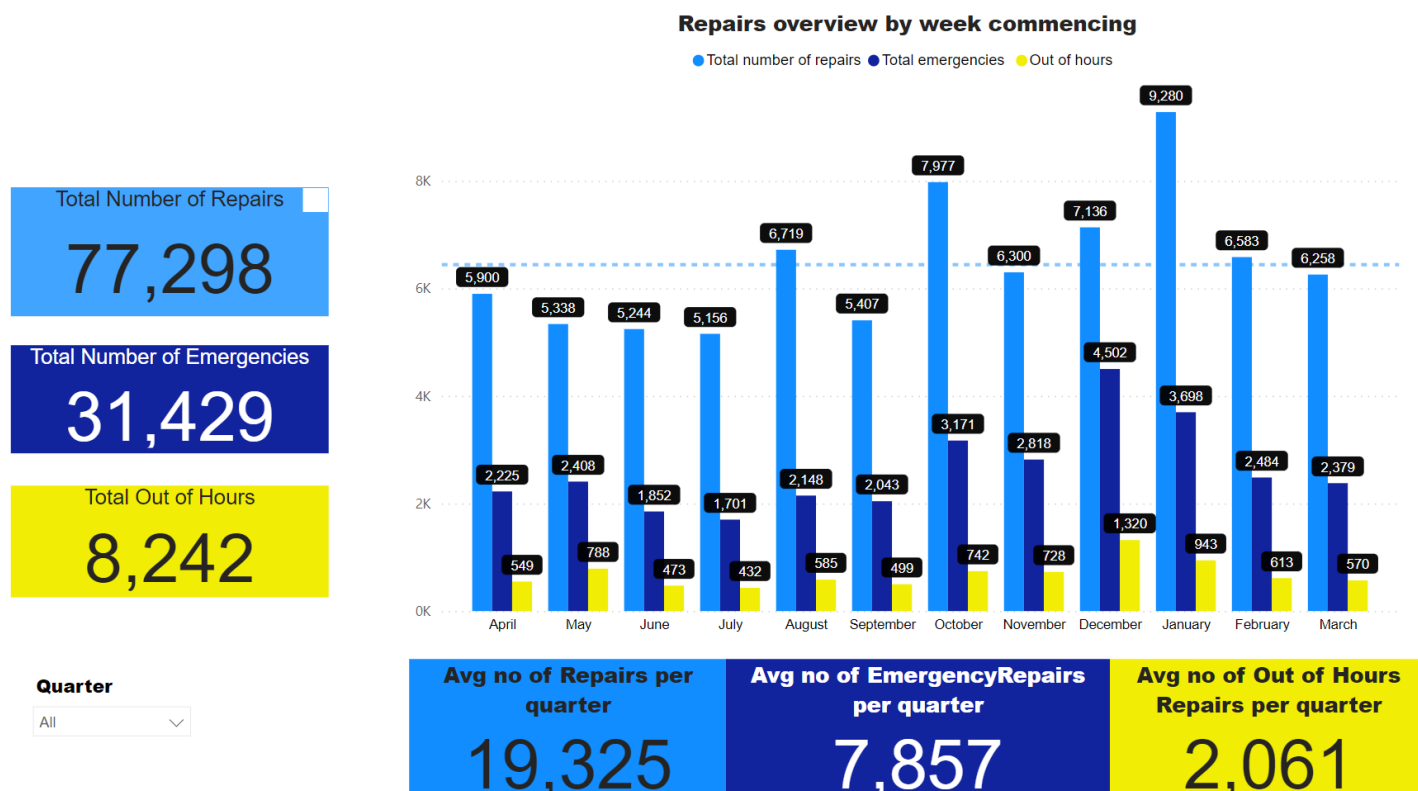
It is recommended that members of the Finance, Resources and Customer Services Policy Board:

- 2.1 Notes the content of this report.
  - 2.2 Approves the defibrillator policy as detailed in Section 3.10.8 of this report.
-

### 3 Operational Update

#### 3.1 Responsive Repairs

The chart below shows the monthly volume of responsive repairs reported by tenants that Building Services attended from April 2022 to end of March 2023. These are only the repairs that Building Services attended and there are other repairs that will be issued directly to other contractors.



The annual figures above show that of the total number of repairs issued for the whole year, 41% are classed as emergency or next day attendance. In addition, of the total number of emergencies issued, 26% of these are outwith normal working hours. During the winter months there is a clear increase in the numbers being reported which is normally due to the colder weather conditions.

Emergency and next day attendance categories are defined by the Housing Regulator. The Customer Contact Centre and Concierge services follow strict guidelines when categorising these repairs. Where possible, repairs are categorised into a normal repair category. However, the service continues to monitor the volume of emergency and next day repair requests, making improvements where possible.

### 3.2 **Domestic Gas Servicing**

From 1 January to 31 March 2023, the domestic gas servicing and repairs team carried out 3,780 gas services.

The figures for January-March 2023 are in line with the same time period last year where the number of services carried out was 3,855.

#### **2022/2023 Overview Figures**

From 1 April 2022 to 31 March 2023 there have been a total of 12,779 gas services carried out across the Renfrewshire area. This is comparable to 13,218 services carried out in the same time period in 21/22.

### 3.3 **Voids**

Building Services continue to work closely with Housing colleagues to maximise the number of houses that are returned to the letting pool. Houses are prioritised based on the current needs of those requiring housing. Weekly meetings take place between all teams to prioritise houses and review progress.

The annual volume of void houses returned by Building Services for the last three years is shown below. The timescales for the return of a void from receipt from Housing with the work requirements to the returning of the house with the works completed is normally between 14 – 21 days. However, these timescales will vary in some cases due to the volume of work required or the requirement to replace elements such as PVC doors or kitchens which have longer lead in times for delivery of supplies and materials.

Yearly return April 2022 - March 2023 - in addition to normal void houses, Building Services have also carried out 99 SHQS void house repairs which require more extensive works.

<b>Void Returns 4 April 2022 -31 March 2023</b>			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
<b>734</b>	<b>101</b>	<b>72</b>	<b>650</b>

#### **Yearly return April 2021 – March 2022**

<b>Void Returns from 1 April 2021 – 31 March 2022</b>			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
<b>749</b>	<b>95</b>	<b>124</b>	<b>776</b>

#### Yearly return April 2020 – March 2021

Void Returns from 24 March 2020 – 31 March 2021			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
676	76	80	337

#### 3.4 **Electrical Testing programme**

As part of the on-going electrical compliance requirement of Landlords, Building Services, and other external contractors, have been working in partnership with Housing colleagues to carry out the statutory 5-year check of electrics within every tenanted household across Renfrewshire (approx. 12,200 houses).

On behalf of Housing, Building Services have fully electrically tested 4,040 houses since the start of the programme in 2021.

#### Building Services completed house numbers for 2022 - 2023

Quarter 1 - 639

Quarter 2 - 280

Quarter 3 – 42\*

Quarter 4 - 187 tested

Total = 1148

\* Issue with access and pilot process put in place to gain access.

#### 2023/2024 Programme

Building Services are projecting that over the next year they will carry out approximately 1,000 full EICR's checks across the Council housing estate.

#### 3.5 **Aids and Adaptations**

Building Services work closely with our Housing team and Social Work services to carry out work to tenant's homes. Work is completed while ensuring that tenants are able to live within in their own home safely and with as little disruption as possible. This work includes the reconfiguration of existing bathrooms to install fully adapted showers, grab rails, and handrails.

For the year April 2022 to March 2023 Building Services have carried out 99 full adaptation alterations.

In addition, Building Services have been working directly with the Health and Social Care Partnership to install key safes quickly and efficiently to Renfrewshire residents to allow them to be discharged from hospital or care.

### 3.6 **Streetlighting**

From 1 January to 31 March 2023 year, the Street Lighting Team have performed well with 98.97% of all reported dark lamps attended within the 7-day timescale. In addition, they attended 150 emergencies of which 13 were out-of-hours.

#### 2022/2023 overview

Overall, from 1 April 2022 to 31 March 2023, the Street Lighting team have

- Attended 2,889 reported dark lamps
- Replaced 23 columns
- Attended 620 emergencies, of which 50 were out-of-hours
- Completed 1,433 planned maintenance works

Collaborative working has been progressing well across Environment, Housing & Infrastructure with Procurement to tender for a streetlighting contractor to assist with replacement of columns/loops. The appointment is expected to meet the timetable for the Finance, Resources and Customer Services Policy Board in September 2023. However, the team also take cognisance of the challenges across the marketplace relating to the recruitment of qualified streetlighting engineers.

### 3.7 **Capital works across the public building portfolio**

The £1.5 million extended school toilet upgrade programme has been completed in all 12 schools.

### 3.8 **Apprentices**

Building Services has advertised for 4 new trade apprentices. There will be three youth apprenticeships available to young people who currently live in Renfrewshire and one adult apprenticeship open to anyone who currently works with the Council. The creation of these posts demonstrates the investment in both the young people of Renfrewshire and the existing workforce of the Council. These apprenticeships will provide great opportunities for the successful candidates to become qualified tradespeople.

One of our second-year apprentice electricians, Callum Rae, has been selected by the governing body, SECTT and the lecturers at the college to go forward and compete in this years' apprentice of the year competition for 2<sup>nd</sup> stage. This is a great achievement for Callum who has performed very well throughout his apprenticeship. Callum will be put forward to represent Renfrewshire Council and the college in the Glasgow & West heats which will take place at Glasgow Kelvin College on Tuesday 20 June 2023.

### 3.9 **Energy**

#### 3.9.1 **Installation of LED Lighting in the PPP Estate**

The installation programme has been complete with a reduction in electricity usage being noted at each of the completed schools. To date, Renfrewshire Council has spent a total budget of £1,803,898. Officers continue to work across the Council and

with colleagues in PPP schools to ensure systems are working at their optimal performance.

The installation of LED's has been completed for a minimum of 6 months across each individual school. As such, savings have been calculated comparing consumption from October 2021 – March 2022 and October 2022 - March 2023. For this exercise the most up to date electricity tariff (2023-2024) has been used.

Name	Oct 2021 - Mar 2022 kWh	Oct 2022 - Mar 2023 kWh	kWh Saving	£ Saving during same time period
PPP - FORDBANK PRIMARY SCHOOL (PPP)	83,777	56,244	27,533	£ 6,828
PPP - GLENCOATS PRIMARY SCHOOL (PPP)	80,477	62,193	18,284	£ 4,534
PPP - GLENIFFER HIGH SCHOOL (PPP)	384,378	278,810	105,568	£ 26,181
PPP - LINWOOD HIGH SCHOOL (PPP)	217,028	171,512	45,516	£ 11,288
PPP - ST ANDREWS ACADEMY (PPP)	372,461	267,042	105,419	£ 26,144
PPP - ST BENEDICTS HIGH SCHOOL (PPP)	279,515	214,992	64,523	£ 16,002
PPP - TODHOLM PRIMARY SCHOOL (PPP)	102,563	85,651	16,912	£ 4,194
PPP - WEST JOHNSTONE SHARED CAMPUS (PPP)	120,635	90,624	30,011	£ 7,443
PPP - WOODLANDS PRIMARY SCHOOL PPP	111,749	78,967	32,782	£ 8,130
	<b>1,752,583</b>	<b>1,306,035</b>	<b>446,548</b>	<b>£ 110,744</b>

### 3.9.2 Local Heat and Energy Efficiency Strategies (LHEES)

SWECO Limited have been appointed to assist Renfrewshire Council in delivering the LHEES strategy before the end of 2023. Interviews for the LHEES Officer have taken place and a successful appointment made for the 2-year temporary position being funded through the Scottish Government. An internal working group has been formed with key officers from across the Council.

### 3.9.3 CO<sub>2</sub> Monitoring in Renfrewshire Schools

The 1,765 CO<sub>2</sub> monitors installed in all teaching spaces continue to allow teachers to monitor the air quality in their teaching spaces and act if carbon dioxide levels are noted to increase. This covers every teaching and learning space in Nurseries, Primary Schools, Secondary Schools and ASN Schools. Regular updates are reported to Children's Services and the Trade Unions, highlighting the number of readings exceeding the acceptable threshold.

To enable monitoring of the CO<sub>2</sub> levels within each learning space, the Energy Management Team have created an online portal. This portal is designed to allow teachers to access the readings through the Building Management System in schools that use CO<sub>2</sub> monitors. The system provides 24 hours of history. Where concerns relating to the recorded CO<sub>2</sub> levels need to be raised, the process now in place would direct any issues to Soft FM Officers or Senior Facilities Officers who will then raise a

job request on CAMIS. Once received, further investigations take place to identify the issue and discussion will take place with H&S, if required, to rectify these.

#### 3.9.4 **Energy Advocacy**

The Energy Advocacy service has been brought in-house. The 4 staff members previously employed by The Wise Group have now been transferred over to Renfrewshire Council and reside across both the Energy Management Unit and Housing. This comes during a cost-of-living crisis and will help residents of all tenure within Renfrewshire.

### 3.10 **Hard FM - Support Services**

#### 3.10.1 Compliance

Following the combined efforts of both the service and contractor base, the compliance stats are nearing pre-Covid levels, posting one of the highest returns for numbers since 2019/20.

In quarter four of 2022/23, 89% of compliance tasks have been completed. This demonstrates further improvement from 85% in quarter three, 84% in quarter two and 70% in quarter one.

Following a recruitment process, a new facilities manager has been appointed within the team.

The challenge moving forward is to ensure compliance and continual improvement. Officers closely scrutinise suppliers who fail to meet target return dates, which in turn affects overall performance. The escalation of non-compliance and commercial pressures are expected to continue to improve performance over the coming months.

3.10.2 Capital/Life Cycle Projects - Support Services Officers have continued to work closely with the design team on the new Paisley Grammar Campus contributing to regular review meetings and discussions regarding building specifications etc. The general shape and form of the facility has now been agreed.

3.10.3 Commissions have been generated to replace boilers within the following schools -

- Ralston Primary
- Douglas St Nursery
- Lochfield Primary
- Gryffe High
- Mary Russell School

All works have been programmed during the summer shutdown period.

3.10.4 Defibrillators have now been installed (externally) to every primary school. This vital equipment is ready and available for use to the wider public. Secondary schools (phase 2) continues to progress. Following building warrant approvals, it is anticipated the programme will be complete by November 2023.

3.10.5 As detailed above, Renfrewshire Council supports the provision of Automated External Defibrillators (AED) across the Council estate. However, it should be noted that the process is not simply about the procurement of AED's.

- 3.10.6 The new AED models require an electrical power supply to ensure there is heat when temperatures are low during the winter months. This often requires a building warrant and trenching works to install the AED correctly. This massively adds to the cost of installation.
- 3.10.7 In addition, the units require to be part of routine checks (weekly) to ensure they are working, require to be registered with the Scottish Ambulance Service for use, made “emergency ready” and will require to be replaced over a certain period of time.
- 3.10.8 Members of the public have been purchasing AED’s in memory of loved ones and donating them to Renfrewshire Council to put in public places. Whilst this gesture is appreciated, not all AED’s can be installed as detailed above. It is Renfrewshire Council’s proposed policy that AED’s will be located in easily accessible locations in communities (schools) to allow easy access. Where AED’s are gifted, a decision will be made if the AED will be installed or stored until a suitable location and adequate funding is obtained to allow installation.
- 3.10.9 There are no current plans to extend the AED network (apart from detailed above in 3.10.4), however, this will be kept under review throughout the coming years.
- 3.10.10 Net Zero Strategy (for buildings) – officers continue to engage with Property Services colleagues to embrace the challenges to achieve the Net Zero Carbon by 2030. A holistic approach is required when replacing or refurbishing building elements and discussions remain ongoing.
- 3.10.11 Condition Surveys proposed for the whole school estate is nearing tender issue (with Corporate Procurement Unit), with a proposed completion by year end 2023. Fire Risk Assessments will also be included within this project.

#### **4 Soft FM (Facilities Management)**

##### **4.1 Capital Works**

Progress of the tender award outcome will be presented to the Finance, Resources and Customer Services Policy board in the next cycle. This will outline how the £876,000 Scottish Government Capital funding will be invested in improvements of kitchen facilities in Barsail Primary, Erskine, Bushes Primary, Glenburn, and Mossvale/St James Campus, Paisley.

Soft FM will continue to work in partnership with Property Services and Corporate Procurement to ensure works commence in a timely manner following approval at the Finance, Resources and Customer Services Policy Board.

Further capital award funding of £2.352 million for 2023/24 from the Scottish Government increases the scope to reinstate further production facilities.

##### **4.2 School Meals**

- 4.2.1 Soft FM is launching a new 3-weekly school meal menu on 19 June 2023 in non-PPP Primary Schools.



The menu has been developed based on the result of the large-scale anonymous School Meal Survey conducted in February 2023.

The aim of this new 3-weekly menu is to deliver pupils in Renfrewshire a more colourful, fun and vibrant school meal experience.

With a combination of different textures, cultural references, animal/plant-based food and new descriptive wording, this 3-weekly menu provides our children nutritionally balanced and high-quality meals.

- 4.2.2 The 3-weekly menu design was submitted to School Plates Awards, administered through ProVeg International. The award recognised positive steps being taken to introduce healthier meals for children and the planet. The evidence-based award affirms that the menu design will encourage children to eat healthier and more sustainable meals.

The 3-weekly menu to be launched in Primary Schools has been awarded ProVeg School Plate Bronze Award. This award is a first in Scotland.

- 4.2.3 A pilot has been undertaken to improve the dining environment within 2 secondary schools.

With the aim of providing sociable and welcoming dining environments, Secondary age meal uptake will improve as pupils will prefer to spend their lunchtime in school instead of leaving the premise.

A new secondary 3-week menu will also be rolled out to all secondary schools in August 2023 to coincide with these improvements.

#### 4.3 **Deposit Return Scheme**

The Deposit Return Scheme (DRS) has been deferred to March 2024. There is currently a review of exemption criteria being carried out by the Scottish Government. ASSIST have been participating in the Scottish Government's participation group to shape the requirements for educational establishments to comply with the DRS.

Officers will continue to monitor updates from the Scottish Government to assess how this will be implemented and the direct impact on Renfrewshire Council educational establishments and the Atrium.

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### **Implications of the Report**

1. **Financial** – Any financial elements referenced in this report will be progressed through the Council's financial & budget planning process.
2. **HR & Organisational Development** – None
3. **Community/Council Planning** – the report details a range of activities which reflect local community and council planning themes.

4. **Legal** – As detailed in Section 3.6 of the report, Legal Services are assisting with the procurement of a Streetlighting contractor.
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** – Advice and guidance is being given to protect the health and safety of employees and service users when carrying out priority services for the Council in line with government and health guidance.
9. **Procurement** – As noted within the report.
10. **Risk** – None
11. **Privacy Impact** – None
12. **COSLA Policy Position** – None
13. **Climate Change** – The work undertaken by the Energy Management Unit detailed in the report assists with Renfrewshire's Net Zero targets. Close liaison is maintained with the Climate Emergency Lead Officer to help drive targets, actions and outcomes.

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**List of Background Papers** – None

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

**On: 08 June 2023**

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

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**Heading: Finance and Resources Service Improvement Plan Outturn Report  
2022/25**

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## **1. Summary**

- 1.1 The Finance & Resources Service Improvement Plan 2022-25 was approved by the Finance, Resources & Customer Services Policy Board in June 2022. The plan outlined the priorities for the development of the service over a three-year period.
- 1.2 Following the approval of the new Council Plan 2022-2027 in September 2022, work has been undertaken to review the format of Service Improvement Plans to make these more accessible, easier to understand, and to clearly demonstrate how the service will work to support the delivery of the strategic outcomes of the Council Plan.
- 1.3 This report provides a summary of the Finance & Resources service's performance against the actions and performance indicators agreed within the Service Improvement Plan for 2022/25. A detailed outturn report is attached to this report and will conclude the Service Improvement Plan for 2022-25.
- 1.4 A new Service Improvement Plan for 2023-26 is being presented to this Board for approval, aligned to the priorities of the new Council Plan.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- a) Notes the progress made in delivering the Finance & Resources Service Improvement Plan 2022/25.

## **3. Background**

- 3.1 The Finance and Resources Service is one of the largest services within Renfrewshire Council and employs approximately 1,100 employees. The service enables and supports the smooth running and strategic management of the Council's financial, legal, procurement, property, ICT, human resources, and customer and business services as well as maintaining sound audit and governance across the Council.
- 3.2 The Service also leads on the delivery of strategic change and organisational development across the Council including the Financial Sustainability programme and digital transformation. It also supports the delivery of strategic and operational initiatives across the Council.
- 3.3 Importantly, the Service Improvement Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives.
- 3.4 In addition to being the link between service delivery and the strategic goals of the council, the Service Improvement Plan is one way in which elected members can scrutinise the work of the Finance & Resources Service and consider and revise policy options as necessary.
- 3.5 Service Improvement Plans run for a three-year period to allow services to plan but are refreshed annually in order to consider the context in which they operate and revise plans where appropriate.

## **4. Key achievements in 2022/23**

- 4.1 The Service Improvement Plan 2022/25 reflected the specific tasks councils would have to undertake in order to support communities and businesses through the ongoing effect of the pandemic and also into a recovery phase.

Services carried out a range of tasks directly related to the pandemic as well as continuing to progress with both 'business as usual' and strategic priorities.

- 4.2 Teams across Finance and Resources continue to support the Council's Financial Sustainability programme and the associated transformation programmes. Savings of £9.1m were agreed in setting the 2023/24 budget, and this work will continue into 2023/24 and beyond. A portfolio approach to transformation has been adopted and updates are reported regularly to the Corporate Management Team.
- 4.3 The Human Resources and Organisational Development team have had a strong focus on employee wellbeing over the last two years, particularly in relation to mental health and during 2022/23 a number of policies have been reviewed and approved at Board including an updated absence policy and a new menopause policy. Work is ongoing with unions and the CMT to review terms and conditions, and this will continue into the next year. The team is also piloting a new approach to recruitment to strengthen our position in the employment market as part of wider work to deliver a new recruitment, retention and talent management strategy.
- 4.4 Digital services remain a key part of transformation work and the Council continues to develop digital solutions for customers. In 2022/23, our ICT services also successfully managed a transition to a new cloud provider with virtually no disruption to the network, and implemented additional measures to protect the Council from the risk of cyber-crime. The Connectivity as a Service (CaaS) programme is nearing completion and gigabit connectivity should cover more than 80% of the Council's geographic area by August 2023. ICT are continuing to investigate options for connectivity in those areas not able to be covered by this programme.
- 4.5 As part of the contribution to Net Zero, Property Services are part of the Council's Climate Change Working Group and routinely consider alternative energy options as part of any major project. Property Services continue to provide professional technical advice and support to the ongoing cultural infrastructure investment programme along with other key property investment proposals such as the new Paisley Grammar Community Campus. Over the course of 2023 Property Services will transition under the management of the Environment, Housing and Infrastructure department as recently agreed by Council.
- 4.6 Democratic Services successfully delivered the Scottish Local Government elections in May 2022. Delivering an election requires months of preparation and support from all council services.

- 4.7 The service has developed an innovative new approach to how we manage business-as-usual risks, and an ICT solution is now in place to allow tracking of the new approach. The new approach went live on 1 April 2023.
- 4.8 As well as strategic initiatives and customer-facing work, Finance & Resources delivered support services to all other parts of the council including:
- Payroll;
  - Support with recruitment;
  - Training and organisational development;
  - ICT Servicedesk;
  - Provision of ICT equipment;
  - Invoicing and Payments;
  - Administrative support;
  - Project and programme management;
  - Property services;
  - Legal and information governance advice;
  - Accountancy services;
  - Internal audit and risk management.

## **5. Actions which have been delayed or cancelled**

- 5.1 There are a number of People & Organisational Development actions which have been delayed and will carry over into the new Service Improvement Plan. These relate to a new strategic recruitment and talent management plan, a new Wellbeing Strategy, and a new Equality, Diversity and Inclusion Strategy. The two new strategies will be delivered in summer 2023. A planned service redesign within People and OD has resulted in the timescale for the new recruitment and talent management plan slipping.
- 5.2 The due date for the review of the lifecycle replacement programme for council buildings has been moved to 31 March 2024 to allow alignment with the ongoing strategic property review.

## **6. Progress against performance measures**

- 6.1 Finance and Resources measured 21 performance indicators as part of the 2022/23 Service Improvement Plan. It should be noted that one indicator (FCSICT004) is no longer being collected as agreed by the Head of Digital, Transformation and Customer Services. Of the 20 active performance indicators, 19 are measured quarterly and 1 is only measured annually.

All performance indicators included have targets. Data is not yet available for one indicator.

- 6.2 In 2022/23, nine indicators met or exceeded the target set, seven narrowly missed the target set, three did not achieve the target and one outstanding target is still to be updated.
- 6.3 Services which enable financial support to residents failed to achieve target for both processing and change of circumstance of housing benefits applications. This was mainly due to the high volume of Self-isolation Support Grants at the start of the calendar year and substantial changes to the Council Tax Reduction Scheme, which resulted in significant manual intervention being required to enable processing. This manual intervention was temporary, and the previous automated solution was resumed, resulting in significant progress being made in recovering the position. This progress should be evident in 2023/24 performance reporting.
- 6.4 The performance indicators for the Scottish Welfare Fund which include average speed of processing a crisis grant and average speed of processing a community care grant both performed well and both achieved target for 2022/23.
- 6.5 The Customer Service Unit answered 96% of all calls during 2022/23, achieving target set as 90%.
- 6.6 The ICT team resolved 85% of all IT incidents within the target time during the year, achieving target. The service is focused on continuous improvement and this is reflected in the data trend. The percentage of IT service requests fulfilled within target fix time dropped to 77% against a target of 85%. The service have been transitioning to a new structure and with a number of staff recruited, this should ensure service performance improves going forward.
- 6.7 The average days small and medium sized businesses invoices paid performance indicator again performed well with the average number of days to pay an invoice reported as 13.06, well within the 28 days target. The number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative) has fallen, partly as a result of increased volumes. With 90.21% of all invoices processed against a target of 96% it is expected with the recruitment of new staff this position should improve.

- 6.8 The percentage of calls answered by the Customer Service Unit within target (40 seconds) performance was impacted most in the 3rd quarter of the year, with the call centre having to deal with increased demand caused by winter weather, particularly the coldest spell the country has seen in a decade which significantly increased call volumes compared to the year before. Overall the performance for the year was 64% against a target of 70%.
- 6.9 The collection of non-domestic rates are up by over 3% from the 2021/22 position. This follows the introduction of new legislation which largely aligned business rates recovery procedures to those for Council Tax, however collection has yet to reach pre-pandemic levels and achieved 95.67% against a target of 98%.
- 6.10 FOI requests for the service failed to achieve target with 424 single service requests received and 412 completed within timescale achieving 97.2% against a target set as 100%.

## **Implications of the Report**

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment. Finance & Resources will lead on work relating to financial stability and sustainability.
2. **HR & Organisational Development** – All council services are reviewing ways of working in light of the changes resulting from the pandemic. Any changes will be reflected through reports to elected members. Finance and Resources will support this work.
3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** - All council services are reviewing ways of working in light of the changes resulting from the pandemic, and this includes how buildings are utilised. Any changes will be reflected through reports to elected members. Finance and Resources will support this work.
6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.



- 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. Workstreams and projects arising from this report will carry out impact assessments in line with council policy.
- 8. Health & Safety** –none
- 9. Procurement** – The report continues a number of actions impacting procurement.
- 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
- 11. Privacy Impact** - none
- 12. COSLA Policy Position** – none.
- 13. Climate Risk** - The report continues a number of actions directly related to addressing the impact of climate change. The actions detailed within the report should contribute to an improved position.

**List of Background Papers:**      None

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# Finance and Resources Service Improvement Plan 2022-25 Action Plan




## Outcome 1: Place


Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
FR.SIP.22.01.01	Work with Children's Services to deliver the new Paisley Grammar Community Campus		Head of Property Services	10%	31-Jul-2026	Multi-Disciplinary Design Team (MDDT) appointed and progressing Stage 3 design. Contractor appointed for pre-construction services. Action deadline date changed from 31 Dec 2025 to 31 July 2026
FR.SIP.22.01.02	Implement the actions arising from the Council's financial sustainability workstreams		Head of Finance and Procurement	25%	31-Mar-2024	There are a range of financial sustainability workstreams underway, each led by a Council director. So far savings of £9.1m have been identified and included in the 2023/24 base budget. Initial conclusions on some workstreams have confirmed there is limited prospect of the potential to deliver savings at scale and therefore these workstreams will be closed in order to prioritise management resource to those areas where there is more potential. Further work to progress existing workstreams and develop new ones will continue during the year with proposals


Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						being brought to Council and / or Policy Boards for approval.

## Outcome 2: Fair




Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
FR.SIP.22.02.01	Under Connectivity As A Service (CaaS) complete the rollout of Fibre To The Premise (FTTP) across 75% of Renfrewshire as a geography by the summer of 2023		Head of Digital, Transformation and Customer Services	90%	31-Aug-2023	City Fibre continue to roll out gigabit connectivity across pan Renfrewshire as part of the Connectivity as a Service (CaaS) programme. This roll out will be completed by August 2023 and is now expected to cover 80%+ of the Council area. ICT continue to investigate options to address any shortfall in coverage.




## Outcome 3: Green


Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
FR.SIP.22.03.01	Input to and implement the climate change working group recommendations, specifically to: work with the Council's Energy Management Unit as well as national and local partners to explore alternative energy options for Council buildings		Head of Property Services	15%	31-Mar-2024	Regular liaison/contribution to CCWG.  Energy options considered as part of all major projects.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
FR.SIP.22.03.02	Review lifecycle replacement programme for Council buildings		Head of Property Services	50%	31-Mar-2024	Property Services undertaking elemental replacement projects as instructed by Facilities Management.  Action deadline date changed from 31 March 2023 to 31 March 2024

## Outcome 5: Living our Values

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
FR.SIP.22.04.01	Implement the next phase of transformation.		Head of Digital, Transformation and Customer Services	25%	31-Mar-2025	Transformation updates (i.e. spotlight on a specific portfolio e.g. financial sustainability) are taken to the CMT by the Programme Management Unit (PMU) on a weekly basis.
FR.SIP.22.04.02	Develop and implement a new assurance model for business as usual risks		Risk Manager	100%	31-Mar-2024	The development and testing of the new risk assurance model, for business as usual risks, and the inhouse development of an ICT solution to support the new model, was fully achieved by 31 March 2023, meaning that go live/ implementation was ready for end March 2023. This action is now 100% complete and in 2024 we can focus on monitoring implementation.
FR.SIP.22.04.03	Support the Council in developing New Ways of Working		Head of People & OD	90%	31-Mar-2023	We have prioritised policy to support the new ways of working with 5 being approved at FARS board over the last 9 months. We will continue to work on the remainder of the policies in agreement TUs in 2023. The term and conditions

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						review project has commenced with options being development for discussion with TUs and CMT. Pilots of new recruitment adverts have been undertaking. This action will be carried over into the refreshed Service Improvement Plan with a new due date of 31 March 2024.
FR.SIP.22.04.04	Support the Council with improving attendance and reducing absence		Head of People & OD	40%	31-Dec-2023	The absence policy was presented at the Nov 22 FARS board and was approved. The implementation is underway, however, at the same time we are reviewing absence recording processes to aid the successful implementation of the policy. Training and guidance on the new policy is in final draft and will be ready to launched when the process review is concluded.
FR.SIP.22.04.05	Develop a Wellbeing Strategy that meets the needs of our workforce as we emerge for the pandemic and look towards the future		Head of People & OD	60%	31-Dec-2022	The wellbeing strategy is to be put forward to the FARCS Board in 2023; the action will be carried over into the refreshed Service Improvement Plan with a new due date of 31 December 2023.
FR.SIP.22.04.06	Develop an overall strategic recruitment and talent management plan to enable us to meet future workforce demands		Head of People & OD	30%	31-Oct-2022	Due to the planned re-design within the People & OD team this will likely take longer to implement. However, innovative recruitment approaches continue to be explored, developments within talent link have commenced with others planned, we have piloted some new types of adverts, work is ongoing but the People & OD team re-design will also impact on the final outcomes of this. This action will be carried over into the refreshed Service Improvement Plan with a new due date of 31 March 2024.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
FR.SIP.22.04.07	Develop and new equality, diversity and inclusion strategy for the council		Head of People & OD	60%	31-Dec-2022	The programme is well underway, with ED&I roundtables carried out in November 22, feedback provided to CMT in March 23, further work is planned for June 23 to gain more insight from our colleagues and how they feel about ED&I, this is planned for June 23, a final strategy will be delivered summer 2023. This action will be carried over into the refreshed Service Improvement Plan with a new due date of 31 December 2023.







# Finance & Resources: Service Improvement Plan 2022-2025

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## Outcome 2: Fair













Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				18.1	24	38.51	24	34.41	24	38.77	24	39.18	24	38.51	24	Processing speed for New Claims was outside of target for the 2022/23 year due to the high volume of Self-isolation Support Grants at the start of the calendar year and substantial changes to the Council Tax Reduction Scheme, which resulted in significant manual intervention being required to enable processing. This manual intervention was temporary, and the previous automated solution was resumed, resulting in significant progress being made in recovering the position, with a much-improved processing time currently being reported for the early part of 2023/24.
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				7.94	10	14.35	10	5.56	10	8.83	10	11.42	10	14.35	10	Processing speed for Changes in Circumstance was outside of target for the 2022/23 year due to the high volume of Self-isolation Support Grants at the start of the calendar year and substantial changes to the Council Tax Reduction Scheme, which resulted in significant manual intervention being required to enable processing. This manual intervention was temporary, and the previous automated solution was resumed,

























Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	resulting in significant progress being made in recovering the position, with a much-improved processing time currently being reported for the early part of 2023/24.
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				2	2	2	2	2	2	2	2	2	2	2	2	Processing speed for Crisis Grants was within target for 2022/23
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				10	15	13	15	7	15	12	15	17	15	16	15	Processing speed for Community Care Grants was well within target for 2022/23







## Outcome 5: Living our Values

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSCSU07	Customer Service Unit - % of calls answered				97%	90%	96%	90%	99%	90%	97%	90%	94%	90%	93%	90%	Target met for the year
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)				58%	70%	64%	70%	66%	70%	62%	70%	61%	70%	65%	70%	Severe weather in the third quarter impacted the service level. There were increased calls following the Christmas /New Year shutdown and Council Tax annual billing which impacted during March. Also the housing Benefits enquiry calls increased following on from Council Tax annual billing.
FCSKPI008	Cost of collecting council tax per chargeable dwelling				8.04	11.5	-	11.5	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		This indicator reports on the cost of collecting Council Tax per chargeable dwelling. For 2021/22, the total cost of collecting Council Tax for Renfrewshire Council is £724,132



Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	The number of eligible dwellings in 2021/22 is 90,100. Cost per dwelling is therefore £8.04. This is a decrease on the prior year, owing to a full review of the cost allocations attributable to recovery of Council Tax charges. The number of dwellings has increased by 1.0% compared to last year.
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				95.48 %	96%	95.3%	96%	36.64 %	32.76 %	61.81 %	60.27 %	87.22 %	87.98 %	95.3%	96%	Council Tax collection for 2022/23 was slightly down on the 2021/22 position. One off Cost of Living Awards of £150 were made on behalf of the Scottish Government to 62,130 households to attempt to offset some of the effects of the cost of living crisis, these are reflected in the final position.
FCSCOMPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				87.73 %	85%	84.9%	85%	83.33 %	85%	79.92 %	85%	83.7%	85%	84.9%	85%	345 Investigation complaints were received in total during 2022/23. To date, 293 complaints have been completed within the required timescale, 51 were complaint completed outwith timescale and one case is still being followed up outwith timescale. The service is just below target for this annual reporting period.
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				95.5%	96%	90.21 %	96%	94.55 %	96%	90.11 %	96%	88.04 %	96%	90.21 %	96%	At the end of 2022/23 a total of 227,562 invoices were received of which 205,274 were processed within 30 days. Performance has not met target for this annual reporting period.
FCSABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)				7.77	8.5	-	8.5	1.76	2	2.43	1.9	2.38	2.3	-	2.3	Absence for Qtr 4 2022/23 is not yet available.  During Qtr 3 it has been noted that absence performance is above target by 0.08 days. Monitoring of absence continues across the service. All service absence stats are presented to CMT and reported to Boa

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSFOI07	% of FOI reviews completed within 20 days (Councilwide)				100%	100%	87.5%	100%	80%	100%	66%	100%	100%	100%	100%	100%	16 Reviews were received for 2022/23 of which 14 were completed within timescale
FCSFOI08	% of Finance and Resources FOI requests completed within timescale				97%	100%	97.2%	100%	96%	100%	95%	100%	98%	100%	99%	100%	There were 424 single service FOIs dealt with by FAR in 2022/23 of which 412 were completed within timescale.
FCSICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				94.1%	85%	85%	85%	94.2%	85%	83%	85%	87%	85%	85%	85%	There were a total of 3,513 incidents during 2022/23 of which 2,970 (85%) were fixed within target.
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				87.1%	85%	77%	85%	87%	85%	81%	85%	79%	85%	77%	85%	The service have been transitioning to our new structure and 4 staff have left. There is 2 new members of staff recruited and due to start soon. This will allow us to get back on track
FCSICT004	Percentage of uptime for key IT systems				99.99 %	99%		99%	99.99 %	99%	99.99 %	99%	-	99%	-	99%	This indicator is no longer being collected as agreed by Head of Digital, Transformation and Customer Services
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.21 %	97.27 %	97.21 %	97.27 %	97.11 %	97.27 %	97.15 %	97.27 %	97.17 %	97.27 %	97.21 %	97.27 %	Follow up continues to be run each month. Both the current year and previous years' collection is monitored and the 2022/23 position was down slightly on that for 2021/22.
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				92.61 %	98%	95.67 %	98%	17%	20.17 %	51.26 %	51.4%	80.35 %	81.65 %	95.67 %	98%	Business rates collection levels for 2022/23 are up by over 3% from the 2021/22 position. This follows the introduction of new legislation which largely aligned business rates recovery procedures to those for Council Tax, Collection has yet to reach pre-pandemic levels.
FCSKPI133	Percentage of Audit Plan				92.1%	95%	93.2%	95%	21.9%	19%	42.2%	42.8%	63.7%	66.5%	93.2%	95%	Target was not achieved for 2022/23. This was due to higher than expected

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	completed (cumulative)																unplanned leave and significant investigative work that had to be undertaken during the reporting year.
FRCOMPFL	F&R Front Line complaints (Cumulative)				75.87 %	85%	86.6%	85%	83.63 %	85%	85.34 %	85%	83.9%	85%	86.6%	85%	637 Complaints received in total during 2022/23. 552 have been completed within timescale, 79 been completed late and 6 still being followed up outwith timescale. Target has been achieved for this annual reporting period.
FRSDP.SME01	Average days Small and Medium sized businesses invoices paid				11.84	28	13.06	28	9.08	28	12.63	28	14.12	28	13.06	28	At the end of 2022/23 reporting year (01/04/22 - 06/04/23) 80,501 SME invoices were received of which 65,671 were processed within 28 days with the average days to process an invoice reported at 13.06 days. Target has been achieved.





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

**On: 8 June 2023**

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

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**Heading: Finance and Resources 2023-2026 Service Improvement Plan**

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## **1. Summary**

- 1.1 The Service Improvement Plan for Finance and Resources is a three-year plan covering the period 2023-2026. The purpose of the Plan is to identify the priorities being addressed, the key tasks to be implemented, the implementation timetable and our measures of success.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction for the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan, and the Workforce Plan. Following the approval of the new Council Plan 2022-2027 in September 2022, work has been undertaken to review the format of Service Improvement Plans to make these more accessible, easier to understand and clearly demonstrate service contribution towards delivering the new Council Plan strategic outcomes.
- 1.3 The Service Improvement Plan is appended to this report and includes performance indicators and an action plan grouped under the Council Plan themes. A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in the autumn of 2023.

## **2. Recommendations**

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

- (a) approves the attached Service Improvement Plan; and
- (b) notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 2023, with updates to the performance indicators and action plan.

## **3. Background**

- 3.1 Finance and Resources enables and supports the smooth running and strategic management of the Council's financial, legal, property, ICT, human resources, and customer and business services as well as maintaining sound audit and governance across the Council. The Council restructure outlined in a paper to Council in December 2022 has resulted in Procurement moving from the Chief Executive's Service to Finance and Resources, where it is now part of the remit of the Head of Finance and Procurement. Under the same restructure, property services will transition under the management of Environment, Housing and Infrastructure over the summer period.
- 3.2 The service leads on the delivery of strategic change and organisational development across the Council. It also supports the development and delivery of frontline services as well as major investment programmes such as City Deal and the Cultural Infrastructure Programme.
- 3.3 Support services such as those provided by Finance and Resources have been critical to shifting focus back to a strategic, forward-looking approach after the pandemic.

## **4. Service Improvement Plan 2023-2024: What do we want to achieve?**

- 4.1. Council services continue to operate in a challenging context. The Council and services remain ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on continuous improvement. The Service Improvement Plans process allows us to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.
- 4.2. Our Service Improvement Plan sets out actions for the next three years, and in 2023/24 our particular areas of focus will be:

- Developing and implementing actions from the financial sustainability workstreams to maintain sustainable, effective and efficient services within our challenging financial environment;
- Supporting the Council's transformation programme, through the provision of professional services including financial management, HR support, digital solutions and project management
- Continuing to deliver a new suite of HR policies, including the new Equality, Diversity and Inclusion Policy and a Wellbeing Strategy to support our employees and ensure we continue to be an employer of choice in the region;
- Working with local suppliers to increase the proportion of our procurement spend on local businesses;
- Implementing the new licensing regime for short-term lets in line with new Scottish Government requirements, beginning with pre-existing lets;
- Continuing to deliver a broad range of support services to the rest of the Council, including Elected Members and supporting the governance and effective running of the Council's Policy Boards;
- Progressing the Purchase to Pay project, delivering a far more efficient, consistent process, with improved data and insight and reduced duplication;
- Rolling out the new Supporting Attendance policy across the Council, in order to best support our employee's health and wellbeing and improve absence levels;
- Developing a new Customer Strategy, in order to ensure we continue to deliver excellent customer services that best meets the needs of our customers and utilises the opportunities within new and emerging technologies;
- Implementing our Green Print Strategy, in order to reduce our reliance on paper, drive down printing costs and support the organisation's work towards net zero.

## **5. Monitoring progress**

- 5.1 Progress on the implementation of the Service Improvement Plan is regularly monitored by the Senior Management Team and will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A mid-year review of progress will be brought to this Board in Autumn 2023 and an annual outturn report in Spring 2024.

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## **Implications of the Report**

- 1. Financial** – This report notes the financial challenges facing the local authority and the work that will be undertaken by the service to manage this.

2. **HR & Organisational Development** – The Service Improvement Plan details several pieces of work being progressed by the People & OD team.
3. **Community/Council Planning** – Service Improvement Plans reflect the contribution of each service to the Council and Community Plans.
4. **Legal** – The Service Improvement Plan includes an action on implementing a new licencing regime for short-term lets.
5. **Property/Assets** – The report notes progress on work relating to council property and sustainability.
6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
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. The delivery of actions included in the appendix will be impact assessed where appropriate.
8. **Health & Safety** – The Service Improvement Plan includes actions relating to employee wellbeing and absence.
9. **Procurement** – The Service Improvement Plan includes actions relating to procurement activity.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** – None
12. **COSLA Policy Position** – None
13. **Climate Change** – The Service Improvement Plan includes actions and indicators under the theme "Green" demonstrating how it will contribute to Renfrewshire's Plan for Net Zero.

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**List of Background Papers:** None



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**Appendix 1:** Service Improvement Plan 2023-2026

# Finance & Resources

Service Improvement Plan 2023 - 26



Renfrewshire  
Council

# Welcome to our Service Improvement Plan



Thanks for taking the time to read our new Service Improvement Plan, which sets out how our team will contribute to the delivery of the strategic outcomes described in the Council Plan 2022 to 2027 of Place; Economy; Fair; Green and Living Our Values, and to our cross-cutting theme of Improving Outcomes for Children and Families.

Local government continues to operate in a challenging context but we continue to target our resources where they are needed most. Recent years have brought great challenges not only to councils but to all our lives, and I'm proud of how the service has responded, whether that was directly delivering support during the pandemic, implementing digital solutions to improve our services to customers or continuing to provide vital professional services to the rest of the Council.

As well as our customer-facing services supporting Renfrewshire residents with advice services, registrations, payments and benefits, we also support the rest of the Council by providing financial management and audit, legal services, human resource services, property services, ICT and project management. We've recently welcomed our Procurement colleagues into the service and their expertise will help us deliver on key priorities such as our financial sustainability work and our Council commitment to Net Zero.

We work together as a team to deliver effective and efficient professional services whether that's in areas that directly impact our residents or in areas where our support helps other services to make that impact. I'm grateful for the hard work and commitment of my whole service for their contribution to making Renfrewshire a great place to work, live and visit.

*Alastair*

# Finance & Resources – our service



Strategic and operational financial advice and accountancy, Council Tax, rates and benefit processing



Business services providing administrative support across services including payroll and employee services



Human resources including health & safety, training and workforce planning



Legal services providing advice and support to all council services



Strategic and commercial procurement supporting tendering, fair working practice and sustainability



Customer services providing professional front facing customer and administrative support councilwide



Transformation, providing project & programme management



ICT services, provision of ICT equipment, security and compliance, hosting, storing & connectivity



Internal audit, fraud, insurance and risk management



Support for elected members and boards including delivering elections

# Finance & Resources - about us

Finance and Resources leads the delivery of a wide range of professional services which support the smooth running and strategic management of the Council. Finance and Resources is led by the Director, Alastair MacArthur, and he is supported by five Heads of Service and the Chief Auditor.

**Business Services** delivers financial operations including Revenues and Benefits, and provides business support to other Council services

**Corporate Governance** provides legal services and supports the governance and effective running of Council and policy boards

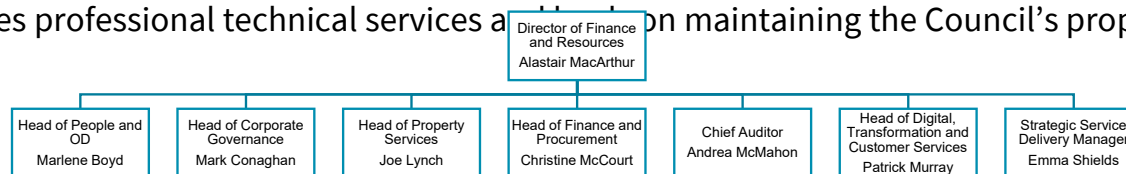
**Digital, Transformation and Customer Services** leads on ICT provision, project and programme management, and our front-facing customer services, and leads on our Digital Strategy

**Finance and Procurement** provides financial and budgetary management services and a corporate procurement service to all council services, as well as providing a range of business support

**Internal Audit** leads on audit activity and risk management, ensuring robust controls are in place to manage risks associated with council activity

**People and OD** delivers HR services including supporting recruitment, professional development and employee wellbeing

**Property Services** provides professional technical services and support on maintaining the Council's property



# Our resources and risks

## BUDGET

For 2023/24, the Revenue budget approved for General Services on 2 March 2023 was **£483m**.

The capital budget approved for General Services on 2 March 2023 was **£424m** for the period 2023/24 to 2027/28.

The Finance & Resources revenue budget for 2023/24 is approximately **£40m**.

Finance and Resources also supports all other council services with financial and budget management as well as providing support to our capital projects.

## RISK MANAGEMENT

The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Corporate and strategic risks, where senior officers in the Finance & Resources service are owners or joint owners are shown below. The Finance & Resources service also plays a significant role in the management of many 'business as usual' risks that exist within the council.

Risks	Evaluations
<b>Our strategic risks</b>	
Financial Sustainability	Very High
Financial Stability	Very High
Cyber Attack	High
Administration of Elections	High

# Transformation and financial sustainability

The Council's financial outlook is significantly challenging. The most recent analysis reported to Council on 2 March 2023 suggests that Renfrewshire Council will experience a funding deficit in the range of £40m-£45m in the three years following 2023/24, unless mitigating action is taken.

The Council continues to explore ways to transform how we deliver our services – to improve the experience of our customers and service-users but also to ensure the Council's financial sustainability.

**Finance & Resources** continues to support this through:

Delivering **transformation** savings workstreams for Finance & Resources

Leading with the cross-service **Financial Sustainability** workstreams led by the Corporate Management Team

Providing Council services with **finance and HR partner advice and support** to deliver service-specific savings

Providing **project and programme management** support to the transformation programme

# Workforce development and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which identifies three priority areas:



health and wellbeing

new ways of working



staff communication and engagement

The strategy also integrates the Council’s organisational development vision and workforce planning activities into three strategic outcomes - **our approaches improve; our skills strengthen; and our culture evolves.**

The strategy is aligned with the new Council Plan and ensures focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

**Finance & Resources** will ensure these priorities are reflected in our workforce. High-level actions arising from the people strategy are embedded in our Service Improvement Plan and will be monitored through this.





# Our local policy context

## Our Values

- Our Values describe our promise to our communities, staff, and partners. They guide how we deliver services and make decisions.

## Council and Community Plans

- Our Council Plan and Community Plan set the strategic framework for our organisation and describe what we want to achieve for Renfrewshire

## Fairer Renfrewshire Programme

- Brings together existing programmes of work focused on achieving fairness and equity, and tackling the inequalities that exist across Renfrewshire's communities.

## Best Value

- Aims to ensure good governance; manage resources effectively; focus on improvement; and, most important of all, deliver the best possible outcomes for local people.

## Trauma

- We understand what trauma is, and how it affects people, so we will now work differently.

## HR Policy Review

- Ensuring our policies remain relevant to a modern workplace with staff wellbeing a core component.

## Digital

- Aligning digital activity across the Council under this single vision and direction, maximising the benefits for customers and staff.

## Procurement Strategy

- Managing demand, delivering social value and best value, and aligning our procurement activity with the vision and priorities of the Council.

## Equalities, Diversity and Inclusion

- Every area of the Council has a role to play in promoting equality and diversity. The Equality Act 2010 protects people from unfair treatment and asks public bodies to show how they make a positive difference to equality groups.

# Our key priorities

Ensuring the financial sustainability of the Council

Supporting people through the cost of living crisis through efficient delivery of grants and funds

Supporting governance and oversight through effective audit programmes and risk management

Supporting the health and wellbeing of our workforce

Realising our digital ambitions, delivering modern, efficient services fit for the future

Leading a sustainable procurement approach, supporting the Council's net zero ambitions

Developing our long term workforce plan for the organisation

Supporting transformation and change across the organisation

# Our focus for 2023/24

- Implementing actions from the financial sustainability workstreams, supporting services to deliver savings targets to support the long-term financial planning for the organisation;
- Continuing to deliver a new suite of HR policies, including the new Equality, Diversity and Inclusion Policy and a Wellbeing Strategy
- Supporting the Council to deliver New Ways of Working;
- Delivering a new approach to recruitment and talent management, ensuring that the Council is an employer of choice and that current employees can develop and progress here;
- Rolling out the new Supporting Attendance policy, supporting the health and wellbeing of our workforce;
- Working with local suppliers to increase the proportion of our procurement spend on local businesses which in turn supports the local economy;
- Continue to implement Connectivity as a Service including wi-fi rollout across corporate and school estate;
- Progressing the Purchase to Pay project in Business Services, delivering a far more efficient, consistent process, with improved data and insight and reduced duplication;
- Developing a new Customer Strategy, in order to ensure we continue to deliver excellent customer services that best meets the needs of our customers and utilises the opportunities within new and emerging technologies;
- Implementing our Green Print Strategy, in order to reduce our reliance on paper, drive down printing costs and support the organisation's work towards net zero;
- Implementing the new licensing regime for short-term lets;
- Continuing to deliver a broad range of support services to the rest of the Council, including elected members;
- Continuing to bolster our cyber-resilience through technical and non-technical measures, protecting our digital assets.

# Other plans, strategies and reports



**For Finance & Resources, a wide range of reports are presented to the Finance, Resources & Customer Services Policy Board. Papers and access to video recordings of past meetings can be found [here](#).**

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Work with Children's Services to deliver the new Paisley Grammar Community Campus	Pupils and staff enjoy a modern, fit for purpose, school estate which supports learning and achievement.	31 July 2026
Support delivery of the Council's infrastructure investment programme	Renfrewshire's residents have access to a range of modern, fit for purpose facilities.	31 March 2026
Implement the actions arising from the Council's financial sustainability workstreams	We will contribute to the long-term financial future of the council ensuring that key services remain sustainable.	31 March 2024
Delivering strong universal services to all Renfrewshire citizens	We will provide a range of services to all Renfrewshire residents, including the delivery of billing, registration services, customer service provision and digital services such as those available through My Account.	31 March 2027
Implement the first phase of the Scottish Government's new licensing regime for short-term lets	We will ensure that all premises currently used for short-term lets are compliant with the law.	31 March 2024

## PERFORMANCE INDICATORS

Please note, there are no service-specific performance indicators for the strategic outcome Place

# Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend	Increasing local procurement spend supports local job creation and the sustainability of local businesses. It contributes to community wealth building and post-pandemic economic recovery	31 March 2024
Develop a Community Wealth Building Plan for Renfrewshire	Community-wealth building contributes to the sustainability of the local economy and supports job and wealth creation.	31 December 2023

Performance Indicator	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
% of procurement spend spent on local enterprises	Annual	18.87%	2021/22	N/A	23%

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Under Connectivity As A Service (CaaS) complete the rollout of Fibre To The Premises (FTTP) across 75% of Renfrewshire as a geography by the summer of 2023	The provision of gigabit connectivity across the Council area.	31 August 2023
Engage and participate in trauma informed and responsive Renfrewshire programme	We understand what trauma is, and how it affects people, so we will now work differently: Learning and working together to co-create fair and helpful collaborations to support healing and recovery with people affected by trauma.	31 March 2024
Continue to support residents with the cost-of-living crisis through the provision of advice services, grants and other funding	People experiencing hardship are supported to maximise their income.	31 March 2024



# Delivering the Council Plan - FAIR

Performance Indicators– academic year	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	Quarterly	18.1	2022/23	38.51	24
Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)	Quarterly	7.94	2022/23	14.35	10
Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	Quarterly	2	2022/23	2	2
Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	Quarterly	10	2022/23	13	15

# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Develop costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders	Working together with communities and partner organisations we can support the transition to a net zero society, ensuring we contribute to reducing and mitigating the impact of climate change. As a large public sector organisation, the council has a duty to lead by example and to influence others.	31 October 2023
Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions	Working together with other services we can support the reduction of emissions, waste and consumption by challenging usage, taking an innovative approach to specification, better utilising technological solutions and promoting the circular economy.	31 March 2025
Implement the Green Print Strategy in order to reduce our reliance on paper, drive down printing costs and support the organisation's work towards net zero	Reducing print use will contribute to the Council's Net Zero goals, improve the customer experience through provision of end-to-end digital services, and reduce the risk of information security incidents.	31 March 2024

## PERFORMANCE INDICATORS

Please note, there are no service-specific performance indicators for the strategic outcome Green

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Implement the next phase of the Council's transformation programme	The council adapts to a changing environment and continues to provide critical services in a sustainable way.	31 March 2025
Support the Council in developing New Ways of Working	Will provide a more modern workplace that will increase attraction and aid retention of great talent. It will also ensure we provide quality services to our customers.	31 March 2024
Support the Council with improving attendance and reducing absence	Reduce absence across the council, to ensure a more consistent service delivery to our customers and deliver cost savings.	31 December 2023
Develop a Wellbeing Strategy that meets the needs of our workforce as we emerge for the pandemic and look towards the future	Set a positive culture around health and wellbeing, reduce burnout and improve attendance across the council.	31 August 2023
Develop an overall strategic recruitment and talent management strategy	Given the national challenges in recruitment, the council has to adopt a more strategic report to recruitment and talent management. We will attract the right candidates, and employees will have opportunities for career progression and understand the path to take and the support that is available.	31 March 2024

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Develop and new equality, diversity and inclusion strategy for the council	The council will become a more inclusive employer.	31 December 2023
Deliver the Purchase to Pay programme which will streamline payments and deliver a more efficient process	Customers and suppliers benefit from more efficient processing.	31 December 2025
Develop a new Customer Strategy in order to ensure we continue to deliver excellent customer services that best meet the needs of our customers and utilise the opportunities within new and emerging technologies	Our customer service remains modern, efficient and effective, focused on the best possible outcomes for customers.	31 March 2024
Continue to implement a range of technical and non-technical measures to bolster our cyber resilience, protecting our digital assets	We make use of technology to minimise the risk of cyber threats, and through training and awareness raising we support our staff and elected members to understand and mitigate the risks.	31 March 2024
Deliver the Internal Audit Plan for 2023/24	We provide oversight of the controls in place to manage risks, and support services to develop mitigations.	31 March 2024
Support the wider workforce with learning and professional development opportunities.	We have a skilled, effective workforce who are supported in continuous learning.	31 March 2024

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicators– academic year	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Customer Service Unit - % of calls answered	Quarterly	97%	2022/23	96%	90%
Cost of collecting council tax per chargeable dwelling	Annual	8.04	2021/22	N/A	11.5
Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	Quarterly	95.48%	2022/23	95.3%	96%
Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)	Quarterly	87.73%	2022/23	84.9%	85%
Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)	Quarterly	95.5%	2022/23	90.21%	96%
Average number of work days lost through sickness absence per employee (F&R) (FTE)	Quarterly	7.77	Qtr 3 2022/23	2.38	8.5 Days
% of Finance and Resources FOI requests completed within timescale	Quarterly	97%	2022/23	97.2%	100%
Percentage of income due from Council Tax for prior years (cumulative position to date)	Quarterly	97.21%	2022/23	97.21%	97.27%
Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)	Quarterly	92.61%	2022/23	95.67%	98%
Percentage of Audit Plan completed (cumulative)	Quarterly	92.1%	2022/23	93.2%	95%
F&R Front Line complaints (Cumulative)	Quarterly	75.87%	2022/23	86.6%	85%
Average days Small and Medium sized businesses invoices paid	Quarterly	11.84	2022/23	13.06	28 Days

# Delivering the Council Plan – Cross-cutting theme

## IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

'Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire's **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire's children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.'

Additional actions for cross-cutting theme	What difference will we make?	When will we do it by?
Contribute to the Council's commitment to The Promise for all care experienced people	Care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; can build and maintain good relationships.	31 March 2026

# Finance & Resources

Service Improvement Plan 2023 – 26

For more information, please contact:

[policycefar@renfrewshire.gov.uk](mailto:policycefar@renfrewshire.gov.uk)







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

**On: 8 June 2023**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service - Service Improvement Plan 2022-23  
Outturn Report**

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## **1 Summary**

- 1.1 The purpose of this report is to provide an update on performance of the Chief Executive's service for the twelve-month period covering 1 April 2022 to 31 March 2023 in relation to the Service Improvement Plan approved by this Board in June 2022.
- 1.2. The plan aligns with the new Council Plan and Community Plan and provides the strategic direction for the service. A new Service Improvement 2023-26 is being presented to this Board for approval.
- 1.3. The action plan (attached as Appendix 1) is at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard (Appendix 2) sets out a range of key indicators against which performance of the service is measured. This report provides a summary of performance for both the action plan and the service performance indicators, which are included as appendices to this report. This outturn report includes services which were under the remit of the Chief Executive's service prior to restructuring at the end of March 2023.
- 1.4. The Chief Executive's service has continued to deliver on its priorities over the last twelve months and service updates and key achievements are highlighted in Section 4 of this report.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Service Policy Board:
- (a) Notes the progress made in delivering the Service Improvement Plan in 2022-23; and
  - (b) Notes that incomplete actions have been carried over into the new Service Improvement Plan 2023-2026.

## **3. Background**

- 3.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering a range of strategic services and projects. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main areas of work: Policy and Partnerships (previously Policy and Commissioning); Marketing and Communications; Economy and Development; City Deal and Infrastructure.
- 3.2 The Service delivers a range of provisions and activities, such as:
- Coordinating Council policy, performance, and data analytical and GIS activity to support continuous improvement;
  - Managing the Council's reputation through media, marketing and crisis management;
  - Delivering Renfrewshire's City Deal and associated infrastructure projects, including manufacturing sites of national importance;
  - Delivering major cultural infrastructure projects including the new Paisley Learning and Culture Hub and the redeveloped Paisley Museum;
  - Co-ordinating the Council's approach and working with partners to tackle inequalities which exist across Renfrewshire's communities, through the Fairer Renfrewshire programme;
  - Leading the development of major initiatives such as harm from Alcohol and Drugs, leading Renfrewshire to Net Zero, and becoming a Trauma-informed and Responsive area;
  - Delivering an annual programme of major events that attract visitors, deliver positive economic impact, create volunteering opportunities and increase cultural participation;
  - Leading on Future Paisley, a partnership approach to cultural regeneration impacting all communities in Renfrewshire;
  - Operating Paisley Museum Reimagined Ltd, a registered Charity established to deliver the capital appeal for Paisley Museum;
  - Promoting Renfrewshire as a place to live, work and visit to a national audience;

- Supporting delivery of Renfrewshire's Economic Strategy and action plan alongside the Renfrewshire Economic Leadership Panel;
- Delivering a programme of support to Renfrewshire's business community to support economic growth and an increase in local jobs;
- Leading on employability for Renfrewshire and supporting unemployed people into work, including those which are part of the Glasgow City Region City Deal programme;
- Preparing and updating the Council's Local Development Plan, our 10 year land use strategy;
- Receiving and assessing almost 2000 planning applications and building warrants every year;
- Managing the Council commercial property portfolio;
- Marketing and disposing of surplus property assets;
- Processing Community Asset Transfer applications;
- Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits (from 1 April 2023, procurement is part of Finance and Resources);
- Working closely with community groups and Local Partnerships to strengthen relationships and promote community empowerment; and
- Delivering internal communications to build employer brand and maximise staff engagement.

#### **4. Key Service Achievements during 2022/23**

- 4.1 The service progressed a number of projects last year, with the high-level achievements outlined below. Details of specific actions are included in the action plan in Appendix 1
- 4.2 The delivery of the AMIDS (Advanced Manufacturing Innovation District Scotland) site progressed significantly throughout 2022/23. The Medicines Manufacturing Innovation Centre (MMIC) was the first facility to open at Netherton in November 2022 and is forecast to bring an estimated £200million in advanced technology investment in the first 5 years, and 100 initial high-value jobs. The building of the second of the two anchor facilities, the National Manufacturing Institute Scotland (NMIS) is now complete and is due to open in the first quarter of 2023/24. The City Deal and Infrastructure team has been working with the Strategic Advisory Group, and a collaborative approach is allowing NMIS and MMIC to lead on engaging with sector specific organisations to progress further occupation at the AMIDS site. Planning consent was obtained in January 2023 to progress the AMIDS South site and improve transport links between Paisley and the main AMIDS site.

- 4.3 Regeneration work across our towns has continued with key initiatives and projects supported by the service. The transformation of Paisley town centre is continuing. Goals such as creating an international culture and heritage destinations and acting as a stimulus for property investment, development and reuse have already been realised. The service is now looking at delivering refreshed strategies for other major settlements in Renfrewshire. The first will be in Johnstone, with further updates for Erskine, Linwood, and Renfrew in the pipeline.
- 4.4 There are several significant cultural regeneration projects currently under construction nearing completion including the restoration of the Museum, Town Hall and Arts Centre and the creation of a new Culture and Learning Hub in the High Street.
- 4.5 A new Strategic Housing Investment Plan was approved in October 2022 following a period of consultation with residents, stakeholders, registered social landlords and private developers in August and September 2022. The plan covers the period 2023 to 2028 and sets out how investment in affordable housing will be targeted to meet the objectives of Renfrewshire's Local Housing Strategy whilst meeting current and future affordable housing supply targets.
- 4.6 The Council's procurement and economic development teams have been working to engage with local Renfrewshire suppliers in order to increase the number of Council contracts won by local businesses. The teams hosted an event at Johnstone Town Hall in November 2022 for local businesses titled "Doing Business with Renfrewshire Council". This event provided information about how to register as a supplier on Public Contracts Scotland, how to access Council tenders and the range of contracts the Council has on offer each year and had 58 Renfrewshire-based businesses attend in person. A follow up event in April 2023 at the Tweedie Hall, Linwood included presentations from Robertson Acom, a local SME charting their tendering journey and experiences of working with the Council, and Morrison Construction, highlighting supply chain opportunities on the upcoming Paisley Grammar and Community Campus Construction. This event was attended by 135 people.
- 4.7 Renfrewshire's events programme returned fully in-person during 22/23, drawing large audiences – over 150,000 attendees, across Paisley Food and Drink Festival, Renfrew and Barshaw Gala Days, Sma Shot Day and Renfrew Pipe Bands,

The Spree, Spree for All and Wee Spree, Paisley Halloween Festival, Remembrance and Christmas events. In addition, the team have continued to drive delivery of Future Paisley, a partnership approach to cultural regeneration in Renfrewshire, providing £360,000 of funding for local groups and cultural organisations, and delivering a range of interventions targeting children and families, care experienced children and young people, criminal justice and adult health and social care.

- 4.8 During 2022/23, the fundraising strategy for Paisley Museum continued to attract significant commitments from Trusts and Foundations, Corporates and individual donors. Almost £1.2 million has been secured from pledged and received income. Of this total, £965,600 has been secured from Trusts and Foundations, £59,493 from corporate income and £168,016 from individuals, including Gift Aid. A targeted campaign to drive Corporate fundraising was launched in March 2023.
- 4.9 The service continued to provide strategic leadership to support the Council's goal of working towards Net Zero by 2030. A key element of Renfrewshire's approach is a just transition with community collaboration to ensure no one is left behind. The service led on the development and approval process of Renfrewshire's Plan for Net Zero. In June 2022, the Planning and Climate Change Policy Board approved the award of just over £49k from the Community Climate Fund to support 18 community projects. These projects are located across all 7 Local Partnership Areas and deliver across the 5 key themes within Renfrewshire's Plan for Net Zero. Projects include a number of areas of unused or neglected land being transformed into community gardens, play areas or parks, a project focused on repairing clothes that would otherwise go to landfill, and a project focusing on reducing food waste.
- 4.10 The team also continues to support and implement work to address the recommendations of the Alcohol and Drugs Commission Report. The change programme has work to: Reduce risk of harm, such as the new My Life Ahead programme providing wraparound support for sustainment and the Harm Reduction Response Team; Mental Health such as the new Trauma informed and Responsive Renfrewshire programme; prevention and early intervention such as revising partners substance use policies; and Recovery, such as the peer worker model which involves people with lived experience supporting recovery, and the Connected and Caring Renfrewshire programme of activities and local events. The launch of the Recovery Change Fund has also enabled local groups to fill any gaps in provisions and provide projects in their local communities.

- 4.11 The service has worked throughout 2022/23 to support communities through the cost-of-living crisis, particularly with food and fuel insecurity. The Council has invested £4.4million in a range of initiatives, including £600,000 into a programme to provide financial insecurity payments to cover fuel and essentials, £100,000 for a fuel emergency support and advice pilot delivered with third sector partners, and £50,000 into the Community Food Fund for local community food initiatives. Our Winter Connections programme was allocated £70,000 for community groups to deliver winter activities and a further £10,000 for OneRen. The Tackling Poverty Programme funding has continued to deliver cost of the school day funding, funding for Energy Advocates to provide savings advice, and the provision of additional resource to Street Stuff to provide meals and activities for children in the evenings, holidays and weekends.
- 4.12 The Marketing and Communications team has been working to increase the positive news stories surrounding Renfrewshire and the Council, with several successes in 2022/23. Positive coverage about the events festival, including the Paisley Food and Drink Festival, The Spree, Sma' Shot Day, Paisley Halloween Festival were featured in a number of newspapers, with total opportunities to see or hear something positive about the area reaching over 30 million over the year.

## **5. Actions that have been delayed or cancelled**

- 5.1 The work on active travel remains in development and some elements are already complete. Additional phases are being brought forward as funding becomes available and this action will be carried forward into the new Service Improvement Plan.
- 5.2 Work on the regeneration of prominent buildings in our town centres will also be carried forward as the service continues to proactively seek out opportunities to work with property owners on regeneration opportunities.
- 5.3 A refreshed approach to corporate self-assessment was developed during 2022/23 and workshops continue to take place; this action will carry over into 2023/24. Work to refresh the Council's Performance Management Framework will also progress to December 2023, and will align to the new Council and Community plans.
- 5.4 Some of our Community Empowerment work will continue into this year, such as progressing the development of local partnerships to encourage local community participation, as well as the huge task to mainstream Participatory Budgeting across the Council with the development of a Participatory Budgeting Framework.

## **6. Progress against performance measures**

- 6.1 The Chief Executive's Service has a total of 36 performance indicators, 25 of which are measured quarterly and 10 of which are measured annually. Seven indicators were new last year and therefore have no set targets until a baseline can be established. Of the 29 indicators with targets, 17 met or exceeded target, 8 missed the target and four do not have data yet available for last year.
- 6.2 The service exceeded many measures of positive progress last year, including:
- 1,370 new people registered with the Employability Service, INVEST
  - 538 people were supported into paid employment
  - 206 new businesses were supported by Business Gateway to start up
  - 151,000 people attended the events programme
  - 69,287 people are engaged with Council social media/ digital channels
- 6.3 Renfrewshire Council's Employability Programme, INVEST, continued to provide employment and training support, with the team supporting 1,370 new registrations to the service throughout the year, 538 people into paid employment and 340 into sustained work after 6 months following support from the service. A further 507 people were supported to secure qualifications which could help them in seeking paid, or higher paid work through the service.
- 6.4 The service supported existing and new businesses throughout the year, with the Business Gateway service supporting a total of 206 new businesses to start up through the year. The total number was fewer than the 272 supported last year reflected in a fall in start-ups across the country due to economic uncertainty but there are early signs that numbers are increasing again. Additionally, 350 local businesses were supported with growth advice, training or grants in 2022/23, and 89 Social Enterprises were supported to develop, grow, or generate new income with the support of the team.
- 6.5 As noted in Section 4, the events programme was very successful throughout the year, with the level of interest suggesting a desire for live events following recovery from the pandemic. The events programme attracted a total of 151,000 people which far exceeded expectations and was more than double the target for the year. Additionally, there were 3,140 participating in events over the year and 42 volunteers.

- 6.6 The experience of our customers is important to the service with ongoing efforts to improve this. A review of the Council website is underway in order to modernise content and design and make it more user-friendly. Engagement with the Council's digital channels reflect these efforts with the number of people engaging at 69,287 at the end of 2022/23 period, growing from 64,822 the year before.
- 6.7 Targets remain challenging in some areas of service. The number of new business start-ups supported by Business Gateway has been impacted by the current economic conditions, with fewer people choosing to start new businesses. However, there was an increase in Quarter 4 which also compares favourably with the same period in 2021/22.
- 6.8 The time taken to issue first reports and building warrants is not meeting targets at present - this is linked to resource pressures. An increase in the average time taken to process planning applications was also due to short-term staffing issues. Recruitment and retention in these areas of work remains a challenge nationally, due to competition for skills from the private sector.

## **7. Monitoring progress**

- 7.1 Progress on the implementation of the new Service Improvement Plan for 2023-2026 will be monitored by the extended Senior Leadership Team and reported to the Finance, Resources and Customer Service Policy Board on a six-monthly basis. A mid-year review of progress will be brought to this Board in Autumn/ Winter 2023, with an annual report in Spring 2024.

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## **Implications of the Report**

- 1. Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – The Service Improvement Plan highlights workforce development and wellbeing considerations.
- 3. Community/Council Planning** – The report details a range of activities which reflect Council and Community Planning themes and a direct link to the delivery of the Council Plan.
- 4. Legal** – none.
- 5. Property/Assets** – none.



- 6. Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
  - 7. Equality & Human Rights** – The recommendations contained within this report have not been assessed in relation to their impact on equalities and human rights because it is a performance report on past actions. Assessments will be undertaken on activities relating to individual actions, as required.
  - 8. Health & Safety** – none.
  - 9. Procurement** – none.
  - 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
  - 11. Privacy Impact** – none.
  - 12. COSLA Policy Position** – none.
  - 13. Climate Change** – Actions and indicators within the Service Improvement Plan under the 'green' theme highlights how the service will contribute Council activities to mitigate climate change.
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**List of Background Papers:** None


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## Appendix 1: CE SIP 2022-25 Actions



### Council Plan Theme 1: Place


Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 11	Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access		Regeneration Manager	60%	31-Mar-2023	<p>Work has advanced on a number of routes. The Renfrew-Paisley Cycleway is on site; construction works along Greenock Road, Inchinnan are now complete as per the original scope and provide a sustainable transport option between AMIDS and Inchinnan Business Park. The new road infrastructure around GAIA was completed last year.</p> <p>LUF funding for new transport infrastructure between AMIDS and Paisley includes extensive active travel provision. Work is currently in progress in developing these proposals further.</p> <p>Stantec have completed a study which identified further phases and designs of active travel infrastructure to economic locations for delivery as funding becomes available. E&amp;I are now prioritising projects from this report.</p> <p>E&amp;I are also delivering on a number of projects identified in the Council's Cycling Strategy. There are several cycling infrastructure projects which are currently at concept design /public consultation design stage. The routes for these are –</p>




						1. Southolm Roundabout Erskine 2. Linside Avenue 3. Hawkhead Rd/ Glasgow Rd junction 4. Linclive Roundabout 5. Inchinnan Business Park 6. Barnsford Road, Glasgow Airport.
CESDP21 - 01 - 13	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 2016-2026.		Regeneration Manager	85%	31-Mar-2025	<p>The transformation of Paisley on the back of the Action Plan is advancing at pace. Goals such as creating an international culture and heritage destination and acting as a stimulus for property investment, development and re-use has already been realised.</p> <p>There are a number of significant regeneration projects currently under construction nearing completion including the restoration of the Museum, Town Hall and Arts Centre and the creation of a new Culture and Learning Hub in the High Street.</p> <p>The publication of the Paisley Vision document will also act as a further catalyst to inspire future development in and around the town centre. The Liberal Club, which was identified as a key building in the Vision, is currently under restoration, securing its long-term status.</p> <p>The Regeneration Team will be looking to refresh our town centre strategies to reflect changes that have taken place in a post pandemic environment. These Strategies will align with the guidance and principles outlined in NPF4. We await the publication of applicable supplementary guidance. In the meantime, work has been ongoing in respect of outlining potential regeneration priorities and projects. This includes commissioning visioning work in Johnstone, a review of potential projects in Erskine and the submission last year of a bid to the Levelling Up Fund in respect of a project in Renfrew. The team will continue to bring forward regeneration proposals across our town centres. This action carries forward</p>

						into the new Service Improvement Plan but has been widened in scope.
CESDP21 - 01 - 15	Proactively work with property owners to bring some of the area's most valued assets back into use		Regeneration Manager	75%	31-Mar-2025	<p>The Council have been proactive in seeking out property owners of prominent buildings within our town centres in respect of potential regeneration opportunities.</p> <p>This includes the potential redevelopment of the Paisley Centre into a thriving mixed-use development.</p> <p>Recent and ongoing investment in a number of listed buildings includes St Matthew's Church, County Place, 5 George Place and the Liberal Club. These have been facilitated with in-depth discussions with the respective owners. The goal is to get these buildings back into use.</p>
CESDP21 - 01 - 27	Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		Programme Director, City Deal and Infrastructure	80%	31-Mar-2025	<p><b>Clyde Waterfront &amp; Renfrew Riverside</b></p> <p>Community Benefits:</p> <p>110 of 150 community benefits have been delivered to date. The remainder are on track/have been re-baselined to be completed as part of the project lifespan.</p> <p>Project Benefits:</p> <p>Project is advancing with construction work now moving at pace and all expected benefits in terms of infrastructure, economy and wider regeneration on track.</p> <p><b>Glasgow Airport Investment Area</b></p> <p>Community Benefits:</p> <p>All 70 community benefits have been delivered. Project delivery is closed and now moved to defects management period. The infrastructure in place has allowed the progression of the AMIDS site to take</p>

						place with key link road throughout and new connecting bridges opened.
CESIP22.01.01	Establish a programme of engagement work with communities on the Community Benefits that might be derived from the Council's procurement activity.		Strategic Procurement Manager	35%	31-Mar-2024	<p>The procurement team continue to work closely with Engage Renfrewshire to capture the views of Renfrewshire based Social Enterprises and community groups in our approach to community engagement community benefits.</p> <p>The procurement manager, working with colleagues in Economic Development continues to review web based platforms offered by public sector bodies to support delivery of targeted community benefits. Current collaboration includes sharing of information and best practice with NHS National Procurement.</p> <p>Procurement officers have also asked if they could attend community forums established by other services to talk to them about community benefits, to explain what can be offered by contractors and to provide information about how these opportunities can be accessed.</p>
CESIP22.01.02	Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments.		Regeneration Manager	100%	31-Mar-2023	<p>The Regeneration and Place Team have successfully been able to secure and receive funding through various external sources. Between 21/22 and 25/26 we have been allocated £4.4m from the Place Based Investment Fund for capital regeneration projects.</p> <p>Between 22/23 and 24/25 we have received £1.5m in funding for capital and revenue regeneration spend from the Shared Prosperity fund. This will be used for various projects, including providing capital/revenue money to supplement the upcoming Sustainable Communities Fund. It will also be used to develop and deliver a number of projects identified in Ferguslie Green Line Masterplan.</p> <p>The council has consistently been successful in RCGF funding applications. The most recent</p>



						<p>successful application received £1m in funding for the PACE theatre project.</p> <p>Last year the team secured £35k in funding from Visit Scotland to develop a strategic Tourism Infrastructure Development Plan for Clyde Muirshiel Regional Park.</p> <p>This year the team is looking to submit bids to the Scottish Government's RCGF and Vacant Derelict Land Fund for potential projects in the Ferguslie area.</p> <p>The team are continuing to have dialogue with Historic Environment Scotland and the National Lottery Heritage Fund in respect of a future bid for funding for heritage schemes around Johnstone/Kilbarchan.</p>
CESIP22.01.03	Develop a Strategic Property Review of Council operational, non-operational and surplus assets		Regeneration Manager	75%	31-Mar-2023	The review is ongoing and is now being led by Environment, Housing and Infrastructure.
CESIP22.01.04	Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.		Head of Marketing and Communications	75%	31-Mar-2024	The Evaluation Framework was completed in December 2022 and rolled out to all Project Leads in January 2023. Additional resources have been put in place to support Project Leads using the Evaluation Framework effectively, empowering them to clearly evidence the impact of the activity and how it aligns with Future Paisley's strategic objectives. This mechanism enables the collection and analysis of data which will demonstrate the impact made from Future Paisley's investment. As part of the rollout of the Evaluation Framework, Future Paisley continues to support Project Leads through ongoing 1-2-1 sessions, online training on how to navigate the framework, and a Library of Resources offering additional source material. Projects to be investigated through case studies have been confirmed with two now completed, which have focused on the Glen Cinema Commemoration and the Open Mind Summit respectively, with CCSE PhD research being applied.




						Step Change 2 and 3 activity is being prioritised due to the nature of interventions, and the challenge in establishing long-term cumulative impact. The review and evaluation of individual Future Paisley funded projects and activity is ongoing, with project details being uploaded to create a Future Paisley Dashboard that offers 'at a glance' overview of activity.
CESIP22.01.05	Expand destination marketing to promote Renfrewshire as a visitor and investment destination, maximising audience and product intelligence and ensuring brand relevance for all of Renfrewshire.		Marketing Manager	100%	31-Dec-2023	<p>The destination marketing plan for 2022 was successfully delivered. An overview of the activity is provided below:</p> <ul style="list-style-type: none"> <li>• Planning and implementation of the summer 2022 visitor campaign which promoted a Renfrewshire-wide visitor offer. The campaign ran June '22 - 30 September '22. The final marketing evaluation delivered the following results: <ul style="list-style-type: none"> <li>○ 5.1 million paid-for opportunities to see and hear (OTSH) summer campaign messaging</li> <li>○ 57K website page views (campaign pages and blogs)</li> <li>○ Visit section +120% compared to 2019</li> <li>○ Homepage +61% compared to 2019</li> <li>○ Social media totals - Reach/Impressions: 111,377. Engagements: 2,210</li> </ul> </li> <li>• Paisley.is was awarded a total of £56,000 from the VisitScotland Destination and Sector Marketing Fund to help drive tourism recovery and encourage footfall to Paisley Town Centre. The 'Paisley.is Calling' marketing campaign ran from December 2021 to September 2022 to increase visits to Paisley Town Centre and subsequent visitor spend and dwell time.</li> <li>• Campaign evaluation was presented to VisitScotland in September 2022, and included data from the Moffat Centre's Visitor Attraction, which reported an increase in visits to Paisley attractions of 237.6% in 2022, year-to-date compared to August 2021 (impact of Covid19 restrictions), and an increase in visits of 6.7% in August alone, compared with the previous year. STP</li> </ul>



						<p>hotel occupancy data highlighted an increase in hotel occupancy from 59% in July 21 to 91% in July 22. In addition, the reach of the marketing campaign was also measured: Throughout the year, marketing campaigns were delivered to support the Council's major events programme.</p> <p><b>The overall Paisley.is evaluation statistics for Year 5 (1 April 2022 – 31 March 2023):</b></p> <ul style="list-style-type: none"> <li>• Opportunities to see and hear – 204,403,562</li> <li>• Social media reach – 2,960,472</li> <li>• Webpage visits - 574,374</li> </ul>
CESIP22.01.06	Successfully deliver the Capital Appeal for Paisley Museum Reimagined Ltd.		Head of Marketing and Communications	35%	31-Mar-2024	To-date, £1,193,109 has been secured from pledged and secured income. £965,600 has been secured from Trusts and Foundations, £59,493 from corporate income and £168,016 from individuals. Future focus will be to increase corporate donations and support from high net worth individuals.
CESIP22.01.07	Lead development of a new event strategy for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities		Events Manager	50%	31-Dec-2023	The 2022/23 programme was fully delivered through Q1/Q3, evaluation data is now available for the 2022 programme of local and visitor events and will be used to shape the development of the new events strategy. A review of each event and the social and economic impacts delivered will be produced in spring to allow the development of a new events strategy and revised events programme.
CESIP22.01.08	Participate in and Monitor progression of the Clyde Metro in partnership with GCC, TS and other stakeholders.		Programme Director, City Deal and Infrastructure	5%	31-Mar-2025	GCR Project team now liaising with UK Infrastructure Bank on project to accelerate project outcomes.





## Council Plan Theme 2: Economy



Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 02	Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses		Economic Development Manager	100%	31-Mar-2023	Both Youth Guarantee and Kickstart have now completed. We have a very well performing employability service and this will continue to support unemployed people into work.
CESDP21 - 01 - 03	Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain		Head of Economy and Development	100%	31-Mar-2023	<p>The creation of a supply chain management programme for manufacturing SMEs is a priority to support economic recovery in Renfrewshire. In progressing this, partners (SE, Chamber, NMIS group and WCS) agreed to create a new a Manufacturing Business Forum.</p> <p>This work continues forward and will be augmented by a refocus on key growth sectors supporting the ELP and development of an account management process.</p> <p>As part of a recent growth sector study we commissioned, a need for a better understanding of local businesses and their supply chains in Renfrewshire was noted.</p> <p>A key recommendation was the need for these supply chains to be mapped and active collaboration with organisations such as NMIS and MMIC is</p>




Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						required. Economy and Development will be looking into actioning this.
CESDP21 - 01 - 09	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate		Economic Development Manager	100%	31-Mar-2023	Now business as usual, we will continue to promote and deliver apprenticeships.
CESDP21 - 01 - 26	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		Programme Director, City Deal and Infrastructure	90%	31-May-2023	The first two centres of employment are significantly progressed with occupation of the 1st now completed in late 2022 and the other due for completion shortly. Procurement of a joint venture partner for the remaining AMIDS site is nearing completion, with agreement anticipated May 2023. A strategic group has been established with key stakeholders informing progression of development. The key enabling infrastructure is now complete together with new public realm space.
CESIP20 - 01 - 07	Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements and Medicine Manufacturing Innovation Centre (MMIC) delivery.		Programme Director, City Deal and Infrastructure	100%	31-Mar-2023	<p>Renfrewshire Council has strong links with NMIS and MMIC as they are represented on the NMIS One Scotland Collaboration Group and chair the AMIDS Strategic Advisory Group with both organisations represented. CD&amp;I team members work closely with both organisations daily and continue to assist with the commissioning of their buildings. MMIC building is already operational with NMIS now build complete and in fit out phase, expected to open in June 2023.</p> <p>Work has progressed with the Strategic Advisory Group to ensure partnerships are in place and a collaborative approach is allowing NMIS and MMIC to lead on engaging with sector specific organisation to hopefully progress to further occupation at the AMIDS site.</p>





Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.02.01	Progressing the AMIDS South project to maintain the programme requirements of the UK Government Levelling Up Fund award.		Programme Director, City Deal and Infrastructure	20%	31-Mar-2025	Planning consent obtained (Jan 2023). Liaison with stakeholders and continuing development of detailed designs ongoing in advance of construction tender issue during 2023. Dialogue with UK Government agencies continuing on all aspects including delivery programme.
CESIP22.02.02	Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend		Strategic Procurement Manager	75%	31-Mar-2024	<p>The procurement team and Economic Development team co-hosted an event at Johnstone Town Hall on 29 November 2022 for local businesses titled "Doing Business with Renfrewshire Council". 58 Renfrewshire based businesses attended this in person event which provided information about how to register as a supplier on Public Contracts Scotland, how to access council tenders and the range of contracts the council has on offer each year.</p> <p>A follow up event took place on 18 April 2023 at the Tweedie Hall, Linwood. This event was advertised widely across Renfrewshire and beyond. As well as providing a presentation about first steps for bidding for contracts, presentations were also delivered by Robertson Acom – a local SME charting their tendering journey and experiences of working with the Council - and Morrison Construction, highlighting supply chain opportunities on the upcoming Paisley Grammar and Community Campus Construction. The event, attended by 135 people also offered workshops for Renfrewshire SME's assisting them with registering on Public Contracts Scotland.</p>


## Council Plan Theme 3: Fair

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.03.01	Develop the new Fairer Renfrewshire programme		Strategic Partnerships and Inequalities Manager	65%	31-Mar-2025	<p>The Fairer Renfrewshire Sub-Committee has been meeting since August 22 and a Fairer Renfrewshire Officers Group made up of officers from across services is meeting monthly. Work with partners to develop the Fairer Renfrewshire Programme is ongoing. There are four key emerging themes which are shared across all elements of the programme, and these are:</p> <ul style="list-style-type: none"> <li>• Improving financial security</li> <li>• Advancing equality of opportunity</li> <li>• Building community capacity and resilience</li> <li>• Listening to lived experience</li> </ul> <p>Funding has been allocated from the Fairer Renfrewshire budget to a number of projects to support residents with immediate Cost of Living increases. These include supports around food, fuel and advice. Work is also ongoing around digital access and supporting residents to get online through the Citizen Voice group, with a new post of Digital Champion in libraries has been recruited. Our Winter Connections programme was set up to support residents over the Winter 22/23 period, and has provided grants to a number of organisations to run activities. The development of a panel of people with lived experience of poverty to inform the Council's policy and practice is ongoing. A diverse panel has been recruited and have met formally six times, with test of change being evaluated by Poverty Alliance.</p> <p>In addition, officers are undertaking a 'deep dive' child poverty data exercise, to support the Local Child Poverty Action Plan as well as the wider Fairer Renfrewshire programme.</p>
CESIP22.03.02	Develop and implement the action plan for the Trauma-		Head of Policy & Partnerships	30%	31-Mar-2024	A coordinator post has been created to lead this programme of work going forward, with the



	Informed and Responsive Renfrewshire Programme.					coordinator starting in late October 2022. Further engagement with the Improvement Service and other local authorities has taken place through national networks for trauma champions and trauma leads, and the steering group reconvened in March 2023 to further explore the draft plan for the Programme. Leadership training for the Corporate Management Team was also undertaken in March 2023.
CESIP22.03.03	Deliver the Stigma/Language Matters project.		Head of Policy & Partnerships	20%	31-Mar-2024	The work of the Alcohol and Drugs Commission identified the need for partners to act robustly to eradicate stigma and promote positive conversations around recovery. Although the initial focus for this initiative was focused on alcohol and drug stigma, there is the opportunity to widen its scope to include other existing and emerging priorities, such as The Promise, Tackling Poverty, Trauma Informed and Responsive Renfrewshire and Our Values for example. High level themes and initial actions have been identified, including supporting staff to understand the power of language, be confident in their use of language, and to challenge stigma by speaking up when people make negative or wrong comments; and supporting national campaigns to help people in Renfrewshire understand the power and impact of language. A review of the resources required to deliver this project is currently underway.
CESIP22.03.04	Progress the next phase of Local Partnerships development		Strategic Partnerships and Inequalities Manager	40%	31-Dec-2023	An initial internal review was undertaken in 2022 and a paper will be submitted to the Leadership Board June 2023 to set out process for full review during remainder of 2023.  The due date will be revised from 31 March 2023 2023.

CESIP22.03.05	Deliver a framework that ensures that 1% of council spend is now determined through participatory budgeting.		Strategic Partnerships and Inequalities Manager	30%	31-Mar-2024	<p>This year £1.2M was allocated by Environment &amp; Infrastructure through their #Youdecide programme. Housing and Regeneration teams are participating in training with COSLA for the use of the CONSUL platform which will support PB activity in the four housing regeneration areas, this is ongoing. £25k has been approved for a pilot in Johnstone for the Christmas event. This work is at the early planning stages.</p> <p>The due date has been revised from, 31 March 2023</p>
CESIP22.03.06	Develop and implement targeted interventions to supporting communities through the cost-of-living crisis, with a particular focus on food and fuel insecurity		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2023	<p>The Community Food Fund has supported community food provision across Renfrewshire. Three allocations of funding have been made to the Fuel Insecurity Pilot which continues to support fuel vouchers augmented with energy advice and the increase in payment amount and continuation of the Financial Insecurity Winter Payment supports households who are struggling to purchase essentials like food and fuel. In addition, the Tackling Poverty programme continues to support an Energy Adviser in the Energy Management Unit.</p>
CESIP22.03.07	Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area.		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2024	<p>The development of a panel of people with lived experience of poverty to inform the Council's policy and practice is ongoing with Poverty Alliance and STAR Project being contracted to organise, chair facilitate and support the panel. A diverse panel of 15 people has been recruited and have met formally six times, as well as meeting in-between panel meetings to debrief and develop the work alongside a community artist to create a record of their experience. Initial meetings with Officers and Elected members have been held to commence the panel's input to policy.</p> <p>Work is also underway to plan an event which will bring the Panel together with the Fairer Renfrewshire</p>



						<p>Sub-Committee to discuss the Panel's deliberations and recommendations.</p> <p>An evaluation of the process has also been carried out by Poverty Alliance to explore how these types of participation processes can inform work going forward, and to inform the development of the model moving forward. Officers are currently undertaking contract arrangements to extend the existing panel arrangements for a further year.</p>
CESIP22.03.08	Undertake a recommissioning exercise for the provision of independent advice services in Renfrewshire.		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2023	The contract for advice services has been renegotiated with Renfrewshire Citizens Advice Bureau, with the agreed contract running until 30 June 2025 with the option to extend for one year. This contract has been approved and commences on 1 July 2023.
CESIP22.03.09	Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.		Strategic Partnerships and Inequalities Manager	40%	30-Sep-2023	Work commenced in Q2 and initial projects identified for evaluation. This work is ongoing with PMU support.
CESIP22.03.10	Support local strategic activities which facilitate the integration refugees and asylum seekers across Renfrewshire.		Head of Policy & Partnerships	100%	31-Mar-2023	The Policy & Partnerships Team continue to support other council services with the delivery of refugee, UDP and UASC programmes. A current priority is support for the Ukrainian Displaced Persons scheme.
CESIP22.03.11	Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power.		Economic Development Manager	100%	31-Mar-2024	<p>The Health Inequalities Group has met regularly and recently provided an update report to the LEP on where additional service requirements were being identified.</p> <p>The Employer Recruitment Initiative has now been launched, new disability services contracted and in place, and new initiatives have been identified and will be delivered for the next 2 years via funding secured.</p>

CESIP22.03.12	Launch a new council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the council across digital platforms.		Communications & Public Affairs Manager	60%	31-Oct-2023	<p>The Alpha phase of development has completed.</p> <ul style="list-style-type: none"> <li>• Testing of the long-term technical solution and its integration across existing systems</li> <li>• Delivery of new.gov.uk designs and pattern library</li> <li>• Testing and delivery of a new user-centred design process to make services more efficient</li> <li>• Procurement strategy for the Live phase (inc web build)</li> <li>• Timeline for the next phases prioritising high usage and high impact services</li> <li>• Recruitment of the wider DXP team</li> </ul>
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## Council Plan Theme 4: Green


Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.04.01	Complete the District Heating Network at AMIDS, with supplies to NMIS and MMIC. Develop the first stage of Renfrewshire's Plan for Net Zero		Programme Director, City Deal and Infrastructure	100%	31-Mar-2023	First phase of Project now complete with heat supplied to first two AMIDS occupiers.
CESIP22.04.02	Develop the first stage of Renfrewshire's Plan for Net Zero		Strategy, Policy and Insight Manager	100%	31-Dec-2022	<p>The Plan for Net Zero was developed in partnership with other services, stakeholders and our citizens through Renfrewshire's Climate Panel. The Plan was approved by the Planning and Climate Change Policy Board on 23rd August.</p> <p>The next steps include the development of a child-friendly and an easy read versions of the Plan and a</p>









						detailed phased road map, including quantified delivery plans.
CESIP22.04.03	Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.		Strategic Procurement Manager	100%	31-Mar-2025	The contract strategy template provides an opportunity for procurement officers to identify opportunities to help tackle the climate emergency and maximise opportunities to achieve energy efficiency and carbon reduction.
CESIP22.04.04	Implement a plan for managing supply chain disruption arising from external events		Strategic Procurement Manager	100%	31-Mar-2023	A risk management approach is taken to all critical contracts. The procurement team contract-manage key suppliers and monitor markets to identify risks associated with volatility.

## Council Plan Theme 5: Living Our Values

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.05.01	Undertake a corporate self-assessment exercise in line with revised best value audit methodology		Strategy, Policy and Insight Manager	75%	31-Dec-2023	The approach and model were agreed by the Corporate Management Team and the survey element of the CSA has been completed. Follow up workshops are scheduled to take place early next quarter, and then a consideration around how to take self-assessment activity forward more generally in light of the revised best value audit methodology. As a result, this action has been carried forward into the new SIP with the due date revised to 31 December 2023.
CESIP22.05.02	Review and refresh the Council's performance management framework		Strategy, Policy and Insight Manager	75%	31-Dec-2023	All services are being supported by the policy team to update their performance indicators and targets as required. This work also fed into the development of a







						<p>new Council Plan scorecard, which was approved at Leadership Board in November 2022.</p> <p>Sitting alongside this, a new CMT scorecard is being developed, with a new quarterly performance focus at CMT and we are also reviewing how we present performance data to ensure this is accessible for all audiences – elected members, employees, citizens and partners.</p> <p>Work on this continues and will continue into the new SIP term, with a due date of 31 December 2023.</p>
CESIP22.05.03	Lead implementation of the council brand, prioritising tone of voice, inclusive communications and audience insights		Head of Marketing and Communications	40%	31-Mar-2025	<p>Work is ongoing to increase visibility and access to the council's brand toolkit and embedding its consistent use across services.</p> <p>Brand narrative is successful embedded in the council's main strategic documents and the use of approved corporate templates is increasing through self-serve.</p> <p>Audience segmentation work is underway to deliver up-to-date insights into the local Renfrewshire audience that will help to maximise the reach and impact of marketing and communication activity.</p> <p>Further work continues to refine the brand colour palette to meet triple A web content accessibility requirements.</p> <p>Review of the council services written communication with residents is underway, to ensure they meet the council's agreed Tone of Voice and reflect the council values.</p> <p>Standardised corporate, place and service information, has been developed to support council recruitment.</p>










CESIP22.05.04	Lead implementation of strategic communications to support the council's financial strategy		Head of Marketing and Communications	100%	31-Mar-2023	<p>Phase 1 – a public and staff campaign to raise awareness of the council's financial challenge, linked to Cost-of-Living support ran in autumn 2022. Campaign reach exceeded 100,000. Phase 2 - communications to support the 23/24 budget process were delivered in February 2023.</p> <p>Work to support the council's budget strategy will continue in 23/24.</p>
CESIP22.05.05	Undertake a workforce planning exercise across procurement to address challenges in recruitment and retention		Strategic Procurement Manager	100%	31-Mar-2023	The majority of long-standing vacancies have now been filled. The procurement team are implementing the national procurement competency framework to identify training needs and develop career plans with the team.
CESIP22.05.06	Undertake CIPS self-assessment activity.		Strategic Procurement Manager	100%	31-Mar-2023	<p>The corporate procurement team have completed individual self assessments using the national procurement Competency Framework. The basis of this self assessment has provided information which allowed the procurement manager to offer tailored support to the team in the form of professional development, coaching and access to CIPS.</p> <p>The education / training and development programme will continue into 2024 and beyond to ensure that all members of the team are provided with suitable training and development opportunities.</p>
CESIP22.05.07	Ensure a service-wide focus on absence - supporting managers with training, embedding policies and supporting the health and wellbeing of employees.		CEX Senior Management Team	100%	31-Dec-2023	It was previously noted that employees are being supported in the return to work through flexible office and home working options. Employees are supported to look after their wellbeing by encouraging home working where appropriate, and this is proving to be a useful mechanism that promotes recovery and wellbeing to maintain high levels of attendance at work.







CESIP22.05.08	Implement the Council's People Strategy across the service, with a particular focus on employee wellbeing.		CEX Senior Management Team	100%	31-Dec-2023	Regular full team meetings are now scheduled for a monthly basis and this will include communication about key policies, training and awareness as a theme.
CESIP22.05.09	Enhance staff engagement through internal communications, providing equity of access to information and developing communication as a core management skill.		Communications & Public Affairs Manager	100%	31-Mar-2023	<p>Delivery of the internal communications action plan for 2022-23 is now complete and all actions were completed to enhance staff engagement and circulating information about surveys, ongoing projects, and how internal policies affects staff.</p> <p>The new action plan for 2023-24 is now in progress with a new section developed on the staff info section to support staff with the cost of living, further development of channels, support for HROD and review of staff policies, roll out of Living our Values and Ren Talks.</p>




## Appendix 2: Chief Executives Service Improvement Plan 2022-25 Scorecard

### Strategic Outcome 1: Place







Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.CP.R R01	Number of properties on Buildings at Risk Register				27	42	27	27	27	27	27	27	27	27	27	27	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 27 Renfrewshire properties, with 5 in progress of restoration. Properties are located across the council area including Kilbarchan, Lochwinnoch, Paisley and Renfrew.
HPSIP01	Affordable housing completions				170	243	369	200	Not measured for Quarters								The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire. In 2022/2023 there were 369 affordable housing completions across Renfrewshire including new homes being built in Paisley, Johnstone, Renfrew and Bishopston. The Council continues to increase the supply and delivery of a range and







Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	choice of affordable homes to meet the housing needs of different groups.
SOA10.10a	Private housing completions				572	500	*	500	Not measured for Quarters								<p>*The Renfrewshire Housing Land Audit is completed annually. The audit is a snapshot in time covering the duration between the 1 April to the 31 March each year. The Housing Land Audit 2023 is not yet complete.</p> <p>The Finalised Housing Land Audit 2022 confirmed that there were 572 new private homes for sale completed. The private completions for the period 2022/2023 are currently being collated in the Housing Land Audit 2023. In relation to all homes under construction or future housing sites, 88% of these new homes will be built on previously used brownfield land, creating attractive and sustainable places.</p>
DHS.BSTAN.1b	Time to issue a first report (95% issued within 20 days)				53.4	95.0	*	95.0	68.0	95.0	63.3	95.0	67.0	95.0	*	95.0	<p>* Data not yet available for Q4/full year.</p> <p>Performance is lower than anticipated and primarily stems from carrying two vacancies in Building Standards. Recent recruitment campaigns have been successful to attract new officers to the team but the level of training and mentoring required is resource intensive, which can have an impact upon performance although this should ease over the course of the year.</p>
DHS.VDL.01	Amount of land brought forward for re-use and development				28	20	*	20	Not measured for Quarters								*Data currently unavailable

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	contributing to economic activity and enhancing the built and natural environment																For 2021/22, 28 hectares of land was developed or brought back into use including to support the delivery of new affordable and private homes and the delivery of new developments at the Advanced Manufacturing and Innovation District Scotland and Hillington Business Park.
FRCMT14 a	The proportion of operational accommodation in satisfactory condition.				94.41%	94%	*	94%									<p>*The latest data is from the LGBF and refers to 2021/22.</p> <p>There has been very little change to the operational estate. A number of janitors houses have transferred to HRA account, these were in good condition.</p> <p>There was a new Nursery built at Erskine.</p> <p>A lease was returned to the landlord at High Street, Paisley.</p> <p>No major school additions or upgrades.</p> <p>The additions and deletions largely balance so no meaningful movement</p> <p>It should be noted that due to continued financial pressures, the 2021/22 maintenance budget will be used to prioritise statutory health and safety obligations and wind and watertight repairs</p>
FRCMT14 b	The proportion of operational accommodation that is				91.46 %	96%	n/a	96%									The latest data is from the LGBF and refers to 2021/22.




Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	suitable for its current use.																
CE.%SPE NDLE.01	% of procurement spend spent on local enterprises				18.87%	23%	*	23%									<p>*This is an LGBF indicator and therefore the 2022/23 data is not available yet.</p> <p>In the period 2021-2022 Renfrewshire Council recorded direct spend of £36.5 million with businesses based directly in Renfrewshire. This accounted for 18.8% of our total spend. A further 26.5% of our spend was with businesses located in bordering local authorities (Glasgow, Inverclyde, North Ayrshire, East Renfrewshire and West Dunbartonshire), therefore 45% of the council's total spend of approx. £196m is spent within Renfrewshire and our neighbouring council areas.</p> <p>Increasing direct spend with local businesses is a key element of Community Wealth Building and the corporate procurement team are working closely with Economic Development to identify ways in which we can support local businesses with tendering for council contracts. An event was held in Johnstone Town Hall on 29 November 2022 "Doing Business with Renfrewshire Council", over 70 attendees representing 58 Renfrewshire businesses attended this event. 100% of those who responded to the post event evaluation survey said they were likely or very likely to take action as a result and 100% would be willing to attend future events. Further events will take place</p>















Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	this year, starting in March. These events will offer support to local businesses to enable them to bid for contracts with the council and the wider public sector.
CE.LBUSB IDPCS.01	Number of local businesses bidding for work on Public Contracts Scotland	New for 2022/23			New for 2022/23				Not measured for quarters								This indicator was new for 2022/23. It was anticipated that the Public Contracts Scotland website would allow us to access data on local suppliers registering but the system is unable to provide this. This indicator cannot be reported on at present and will be removed from the scorecard.
CE.LBUSR EGPCS.01	Number of local businesses registered on Public Contracts Scotland	New for 2022/23			New for 2022/23				Not measured for quarters								This indicator was new for 2022/23. It was anticipated that the Public Contracts Scotland website would allow us to access data on local suppliers registering but the system is unable to provide this. This indicator cannot be reported on at present and will be removed from the scorecard.
DHS.EMP.08	Number of new business start-ups in Renfrewshire with Business Gateway support				272	320	206	320	51	80	47	80	50	80	58	80	Growth in the number of start-ups in Renfrewshire has risen slightly. There were 5% more businesses start-ups in the last quarter compared with the corresponding period of last year.
CE.NSE.01	Number of Social Enterprises supported to grow / develop / income generate with Council support				New indicator	*	89	*	27	*	12	*	28	*	22	*	*New indicator, baseline to be established in order to set targets moving forward.  Cumulative detail of support is :  Supported to grow - 26 organisations received one to one support to grow
















Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	Supported to develop – 42 organisations received one to one support to develop  Supported to income generate – 21 organisations received support to income generate.
CE.RCBT.01	Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team				New indicator	*	350	*	98	*	86	*	79	*	87	*	*New indicator, baseline to be established in order to set targets moving forward.  Businesses still face a challenging period ahead as the future of the economy remains uncertain with the cost of living and energy crisis still being felt.
CEX.OTS H.PI	Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand				314,041,621	240,000,000	204,638,668	240,000,000	55,990,769	60,000,000	87,944,833	60,000,000	29,727,128	60,000,000	30,975,938	60,000,000	This indicator is focused on measuring the reach of the Paisley, is destination brand. OTSH figures do not reflect the coverage achieved by Paisley Christmas Partners (Paisley First and Scotland's Theme Park).  Events coverage in Q1 - Paisley Food and Drink Festival (Daily Record, The Skinny, Scottish Field, Scotland on Sunday, The Herald, The National, Evening Times), The Spree programme (BBC Radio Scotland, Daily Record, Evening Times,) and Sma' Shot Day pre-event activity (Evening times and locals).  Events coverage in Q2 – including Sma' Shot Day (Glasgow Times, local press), The Spree and related activity (BBC Radio Scotland, Daily Mail, The Skinny, Daily Record, The Scotsman,




Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	<p>Glasgow Live, The Metro, Glasgow Times, local press) and the announcement of Paisley Halloween Festival (Daily Record, Clyde 1, Glasgow Live, Glasgow Times, local press).</p> <p>Events coverage in Q3 - Paisley Halloween Festival saw large numbers of print coverage through a variety of media outlets, including The Times, The Metro, Daily Telegraph, Sunday Mail, The Scotsman, Practical Caravan and Renfrewshire local titles. The Festival also featured online through Daily Record, Glasgow Live, The National, STV and The Skinny, while live television broadcast from the Festival featured on STV East and West as part of the evening STV News.</p> <p>Perth's handover of the Royal National Mòd to Paisley as 2023 host also featured in The Herald, The Glasgow Times, Press and Journal, Oban Times and Renfrewshire local titles.</p> <p>Events coverage in Q4 - the Council's annual events programme announcement (Daily Record, Glasgow Times and local press) and the programme announcements for Paisley Food and Drink Festival (Daily Record, Glasgow Times, What's On Network, Great British Life and local press). We saw a great deal of coverage referencing Paisley's hosting of the Royal National Mòd (Press and Journal, The National, Yahoo! UK and Ireland, What's On Network and local</p>

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	press around the country). The OTSH figures do not reflect the coverage achieved by Paisley Christmas Partners (Paisley First and Scotland's
CEX/FUN D/01	Fundraising Income Target				384,614	500,000	548,191	500,000	Not measured for Quarters								2022/23 highlights include: <ul style="list-style-type: none"> <li>• April 2022 - £25,000 payment (Trust and Foundation)</li> <li>• June 2022: £50,000 payment (Trust and Foundation)</li> <li>• October 2022: £550,000 worth of pledges drawn down</li> <li>• December 2022: £20,000 pledge (Renfrewshire Chamber of Commerce)</li> <li>• March 2023: Launch of the corporate campaign.</li> <li>• Corporate Brochure completed and now public.</li> <li>• Monthly site-visits held to support major donor cultivation.</li> <li>• HMWI Prospect List developed and targeted cultivation ongoing</li> <li>• Bi-annual Supporters Newsletter shared with donors and prospects</li> <li>• All four trustee meetings were held and charity governance adhered to.</li> </ul>




## Strategic Outcome 2: Economy

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.01	Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme (INVEST)				859	1,100	1,370	1,100	377	275	297	275	337	275	359	275	There were 359 new registrations in Q4.
CE.EMP.01	Number of unemployed/ low waged people moving into paid employment through Renfrewshire Council Employability Programme				686	350	538	350	112	87.5	95	87.5	133	87.5	198	87.5	198 unemployed/low waged people secured new paid employment in quarter 4.
CE.EMP.02	Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme (INVEST)				New indicator	*	507	*	82	*	123	*	118	*	184	*	*New indicator, baseline to be established in order to set targets moving forward.  184 unemployed/low waged people achieved a qualification in quarter 4.
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				221	180	340	180	Not measured for Quarters								This end of year figure will continue to rise at there is a degree of time lag with this indicator. Scottish Government have supported a development initiative named "Kickstart Plus" in Renfrewshire to provide a further 6 months support to Kickstart trainees (with employers also contributing) to allow them to continue in the workplace.







Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.TRAIN EERC.01	Number of trainee type posts created for unemployed people at Renfrewshire Council				New indicator	*	68	*	31	*	10	*	13	*	14	*	*New indicator, baseline to be established in order to set targets moving forward.
CE.CIVIC.01	Measure of civic pride relating to events				New indicator	*	84%	*	Not measured for Quarters								*New indicator, baseline to be established in order to set targets moving forward.  In the first year of evaluating the local and visitor events programme across Paisley, Renfrew and Johnstone 84% strongly agreed or agreed that the events made them feel proud of their hometown. The percentages ranged from 73% based on Renfrew Gala Day through to 97% at Johnstone Christmas lights switch on. A target will be set for 23/24 at 85%.
CEX/EVENTS/01	Number of people participating in the events programme, digitally or in person				789	300	3,140	300	1,004	75	892	75	1,244	75	0	75	The events programme was fully delivered in Q1/Q3. The total number of participants across the programme was 3140 against a target of 300.
CEX/EVENTS/02	Number of people performing in the events programme, digital or live performance				307	100	568	150	101	37.5	162	37.5	305	37.5	0	37.5	The events programme was fully delivered through Q1/Q3 with no events taking place in Q4. The total number of performers across the programme was 568 against a target of 150.
CEX/EVENTS/03	Number of volunteers supporting the development and delivery of the events				8	15	41	15	8	3.75	11	3.75	22	3.75	0	3.75	The events programme was fully delivered across Q1/Q3 with 42 volunteering opportunities delivered against an annual target of 15.

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/EVENTS/04	Number of people viewing or attending the events programme				63,630	65,000	151,500	65,000	45,000	16,250	21,700	16,250	84,800	16,250	0	16,250	The events programme was fully delivered over Q1/Q3 and the number of people attending totalled 151,000 against a target of 65,000. This exceeded expectations and evidenced the desire for a return to live events post pandemic.

### Strategic Outcome 3: Fair










Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FRAMT01	Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council				0	6	4	6	Not measured for Quarters								During 2022/23, two full CAT requests have been approved and one application has been rejected. One new application has been validated awaiting final determination in May 2023 and a further 3 applications are ongoing awaiting validation. There have been 9 new Expressions of Interest.  On average it takes 3-4 months from acknowledgement (validation) of a full application to a determination being issued from the Council. This timescale has been reduced significantly from over 6 months in the previous period.













## Strategic Outcome 4: Green







Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.BUSN ETZERO.0 1	Number of local businesses working with the Council to progress the Net Zero agenda (NEW)				New indicator	*	50	*	18	*	30	*	50	*	0	*	<p>*New indicator, baseline to be established in order to set targets moving forward.</p> <p>Work is ongoing to raise awareness of the Net Zero agenda amongst the business community and we are continuing to engage with colleagues at Renfrewshire Chamber of Commerce, Business Gateway, Engage Renfrewshire, Invest in Renfrewshire &amp; Scottish Enterprise. We are also collaborating with Strathclyde University and the City Region to expand green business support. This has enabled a range of businesses and third sector organisations to begin their Net Zero journey. We continue to expand our engagement.</p>
CE.BUSN ETZERO.0 2	Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants (NEW)				New indicator	*	2	*	0	*	0	*	2	*	2	*	<p>*New indicator, baseline to be established in order to set targets moving forward.</p> <p>Currently supporting a number of businesses through the application process to ensure compliance with funding requirements.</p>






## Strategic Outcome 5: Living our Values

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
PT.DS.PP F.CMT01	Average Time for processing Planning Applications (Householder)				7.2	8	*	8	10.8	8	13.4	8	*	8	*	8	*Data for this indicator is verified biannually by the Scottish Government; data for Q3 and Q4 should be available in summer 2023.  Performance for Q1 and Q2 is below target due to resource pressures.
DHS.BSTAN.1a	Time to issue a building warrant or amendment to warrant from receipt of application (days)				101.2	60.0	*	60.0	93.5	60.0	106.0	60.0	90.0	60.0	*	60.0	The internal target has been set at 60 days and measures the overall time it takes from receipt of a valid building warrant application to issuing the building warrant approval. This KPO measures both building standards officers and external agents response times and, as a result, there are aspects of this KPO that are out with our control. The KPO stems from the Building Standards Performance Framework - KPO1, which places a responsibility on LA verifiers to constantly seek to reduce and minimise turnaround times for building warrant applications. Given current performance and that elements of this KPO are out with our control, consideration should be given to reviewing this target.
DHS.BSTAN.1c	Percentage of building warrants or amendments issued				60.1	90.0	*	90.0	80.2	90.0	79.9	90.0	81.5	90.0	*	90.0	Performance has improved but is still lower than target and this primarily stems from carrying two vacancies.

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	within 10 days of receipt of all satisfactory information																Recent recruitment campaigns have been successful to attract new officers to the team but the level of training and mentoring required is resource intensive, which can have an impact upon performance although this should ease over the course of the year.
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				93.5%	100%	97%	100%	100%	100%	100%	100%	95%	100%	93%	100%	During 2022/23, CE received 107 single service FOIs. 104 were completed within timescale.
CEX/COM P/01	% of frontline response complaints responded to within timescales agreed with customer (Chief Executive's)				40%	85%	0%	85%	0%	85%	80%	85%	29%	85%	0%	85%	Two frontline complaints were received during QTr 4 - both were completed outwith timescale.  Targeted support is offered to assist the service areas where meeting the complaints' timescales is challenging
CE153	% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				77%	85%	71%	85%	50%	85%	100%	85%	50%	85%	66%	85%	There were 3 investigation complaints received in Q4, and 2 were responded to within the agreed timescale. Targeted support is offered to assist the service areas where meeting the complaints' timescales is challenging Complaints which require investigation and/or are escalated to the Chief Executive tend to be more complex and may require input from multiple services.
CEABS01 dii	Average number of work days lost through sickness absence per				5.98	6.5	*	6.5	1.5	1.3	1	1.2	1.35	1.8	*	2.2	*Data not yet available for Q4/year end.  It has been noted that absence is within target for Qtr 3. Service

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	employee (Chief Executive's) (FTE)																absence monitoring continues, and absence statistics are reported to both CMT and Board.
CEX.DIGC HANNELS	Number of people engaging with the Council's digital channels (not including website).				64,822	56,800	69,287	54,000	66,875	54,000	67,897	54,000	68,624	54,000	69,287	54,000	The followers on our social media channels have been rising steadily since the introduction of our Social Media Content Strategy in August 2021 and continue to do so. The merging of our 2 LinkedIn profiles in August 2021 has also helped increase our follower numbers. Our Twitter followers dropped slightly in Q3 following the change in ownership of the social media network but are rising again and are now almost back to their October 2022 figure. Followers on our other channels have continued to rise steadily, with our Facebook following increasing to over 28,000 for the first time in December 2022. Our Instagram following also rose to over 3,000 for the first time in December 2022. Renfrewshire Council is currently a member of the majority of most popular local community Facebook groups in the region.
CEX.OTS H.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				371,061,673	125,000,000	316,560,958	200,000,000	80,149,479	50,000,000	127,773,956	50,000,000	49,301,105	50,000,000	59,336,418	50,000,000	47% of media coverage in Q1 was positive. Media reach in Q2 increased overall from the previous quarter. 43% of articles were positive, including coverage of exam results, river safety and drowning prevention campaigns, spotless September and extensive coverage of the council's events programme. Media coverage in Q3 was less than in previous quarters which is reflected in a lower OTSH

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	figure. 53% of all coverage in Q3 was positive with the majority of this local stories in local media. Highlights include the winter events programme, and positive coverage of various council funding programmes including the Future Paisley cultural grants, Celebrating Renfrewshire fund and the Green Spaces, Parks and Play Areas fund. 52% of coverage in q4 was positive. Highlights also included the outcomes of the #YouDecide campaign and the Provost's Community Awards.
CEX/COM MS/01	% of staff who feel that the information they receive from internal communications is helpful				85%	85%	*	85%	Not measured for Quarters								*Data not available – see note below.  Based on results of the Smarter Ways of Working Survey issued to all staff in June 2021. The survey results show that 85% feel the information they receive from internal communications is very helpful (26%) or helpful (59%) This is normally measured annually however the survey for 2022-23 was paused to enable other staff engagement to take place. A short pulse survey will be held in May 2023 with a full survey in the new year 2024.



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

**On: 8 June 2023**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service - Service Improvement Plan 2023-2026**

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## **1 Summary**

- 1.1 This report presents the Service Improvement Plan for the Chief Executive's Service covering the three-year period of 2023 to 2026. The purpose of the Plan is to identify the priorities being addressed, the key tasks to be implemented, the implementation timetable and our measures of success.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction for the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan, and the Workforce Plan. The Chief Executive's Service develops other thematic plans which further deliver the Council's strategic outcomes, including the Local Development Plan, Local Housing Strategy, Economic Strategy and related employment strategies, and leads delivery of the Fairer Renfrewshire programme to tackle poverty and inequalities.
- 1.3 Following the approval of the new Council Plan 2022-2027 in September 2022, work has been undertaken to review the format of Service Improvement Plans to make these more accessible, easier to understand, and to clearly demonstrate how the service will work to support delivery of the strategic outcomes of the new Council Plan.

- 1.4 The Service Improvement Plan is appended to this report and includes Performance Indicators and an Action Plan grouped under the Council Plan themes. A mid-year progress update for the plan will be reported to the Finance, Resources and Customer Service Policy Board in Autumn/Winter 2023.

## **2. Recommendations**

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

- (a) Approves the attached Service Improvement Plan; and
- (b) Notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 2023, with updates to the actions and performance indicators.

## **3. Background**

- 3.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering cross-cutting services. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main divisions: Policy and Partnerships; Marketing and Communications; Economy and Development; and City Deal and Infrastructure. The Policy and Partnership Service has been in place from March 2023, changing from the Policy and Commissioning service; procurement has moved under the remit of Finance and Resources and Community, Learning and Development is now part of the new Policy and Partnerships service.
- 3.2 The Policy and Partnerships team supports corporate and service level policy, strategy and performance management, as well as corporate data analytics, GIS and research. The team coordinates the Council's approach to tackling inequalities in Renfrewshire, leading on the Fairer Renfrewshire programme, supporting the work of the Alcohol and Drugs Commission and developing the new Trauma-informed and Responsive Renfrewshire programme. The service works closely with community groups and organisations to strengthen relationships and promote community empowerment. A number of universal and targeted community learning services are delivered, such as ESOL, adult literacy, and digital skills courses, but also community capacity building initiatives, such as encouraging volunteering, funding support, and participating in local decision making.

- 3.3 The Marketing and Communications team manages the Council's reputation and brand, and communicates with local people, partners, Council employees and the media. The team delivers marketing campaigns to raise awareness of Council services and delivers the annual programme of major events in Renfrewshire. It also leads on the Future Paisley programme which seeks to build on Renfrewshire's cultural heritage and delivering the fundraising strategy for the regeneration of Paisley Museum.
- 3.4 The Economy and Development team delivers the Local Development Plan and provides planning and building standards services, economic development and regeneration. The team delivers the economic strategy and provides support to the existing business community as well as new business start-ups and leads on employability services supporting people into work as well as upskilling people to progress into higher paid positions. It also works to attract inward investment and develops and implements regeneration and place plans for Renfrewshire's towns and settlements.
- 3.5 The City Deal and Infrastructure Team is responsible for delivering large-scale projects across Renfrewshire, including those which are part of the Glasgow City Region City Deal programme. This includes leading on the delivery of the Glasgow Airport Investment Area (GAIA) and the Clyde Waterfront and Renfrew Riverside project, and the Advanced Manufacturing Innovation District Scotland (AMIDS) and the AMIDS South development. The team are also delivering Renfrewshire's significant cultural infrastructure programme including the development of Paisley Town Hall, Paisley Museum Reimagined and Paisley Learning and Cultural Hub.
- 3.6 Outside this core work, the Service Improvement Plan outlines how the service will respond to the current challenges for the community and organisation, such as the cost-of-living crisis and ongoing financial challenges for the public sector.

#### **4. Service Improvement Plan 2023-2024: What do we want to achieve?**

- 4.1. Council services continue to operate in a challenging context. Our communities face a cost-of-living challenge, and we will respond by addressing the causes of poverty, by supporting business growth, attracting inward investment, and supporting people into work, as well as working with people to maximise their household income. The cost of delivering services has also continued to rise for the Council, and significant focus remains on the requirements to ensure the organisation remains financially sustainable.
- 4.2. During the next twelve months, specific priorities for the service will be driven by:

- Working with partners to support Renfrewshire residents during the cost-of-living crisis through the Fairer Renfrewshire Programme, aiming to reduce child poverty and maximise household income.
- Developing skills interventions to address the risks of unemployment, in particular those in low-paid employment and parents, to support efforts to reduce child poverty.
- Encouraging increased participation, delivering the next phase of Local Partnerships getting people involved in local decision-making in their areas.
- Encouraging youth participation working in partnership with schools to support young people to promote rights and equalities, and work in partnership with Renfrewshire Youth Voice to support young people to share views on what should happen in their areas, or take part in the Youth Parliament's upcoming elections
- Delivering increased community capacity as part of our Connected Communities programme, including the redesign of the front door for advice and support and options for locality based working
- Designing and delivering the new Sustainable Communities Fund, which combines the existing community empowerment and climate change fund into one single easy-to-access £1,000,000 fund.
- Continuing to deliver the recommendations of the Alcohol and Drug Commission, including in relation to reducing stigma and promoting positive language, as well as the development of our local Trauma informed and responsive Renfrewshire programme.
- Leading on the Council's response to asylum and migration and working with local partners to support resettlement locally.
- Delivering a new events strategy for Renfrewshire, which will not only expand the existing successful programme of events but will investigate the wider benefits the events programme brings to Renfrewshire, whether they are economic or social benefits for the good of local communities and civic pride.
- Delivering Renfrewshire's Cultural Infrastructure Programme, with the planned reopening of Paisley Museum next year which will showcase Renfrewshire's world-changing stories to new audiences and bring people into the town-centre.
- Refreshing town centre strategies and visions for other settlements following the success of the Paisley vision work, initially focussing on Johnstone, with further updates for Erskine, Linwood and Renfrewshire.
- Continuing to progress our City Deal and Infrastructure projects, and monitoring the benefits they bring to Renfrewshire, including increased investment and employment, and reduced carbon impact through sustainable transport links.



- Continuing to progress Ren Zero, working towards net zero for Renfrewshire, reviewing opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people.
  - Implementing our Right for Renfrewshire reviews in line with the Council's wider financial sustainability focus
  - Supporting the wider transformation programme, particularly around financial sustainability in order to deliver savings.
  - Continuing to work with other Council services to deliver new ways of working with a focus on workforce wellbeing
- 4.3 The Council remains ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on continuous improvement. As noted above, the organisation is experiencing a challenging operating context and sustaining improvement will be challenging. Within this context, the Service Improvement Planning process allows the organisation to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.

## **5. Monitoring progress**

- 5.1 Progress on the implementation of the new Service Improvement Plan for 2023-2026 will be monitored by the Chief Executive's Senior Management Team and reported to the Finance, Resources and Customer Service Policy Board on a biannual basis. A mid-year review of progress will be brought to this Board in Autumn/ Winter 2023, with an annual report in Spring 2024.

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## **Implications of the Report**

- 1. Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – The Service Improvement Plan highlights workforce development and wellbeing considerations.
- 3. Community/Council Planning** – The report details a range of activities which reflect Council and Community Planning themes and a direct link to the delivery of the Council Plan.
- 4. Legal** – none.
- 5. Property/Assets** – none.

- 6. Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
  - 7. Equality & Human Rights** – The recommendations contained within this report have not been assessed in relation to their impact on equalities and human rights because assessments will be undertaken on activities relating to individual actions, as required.
  - 8. Health & Safety** – none.
  - 9. Procurement** – none.
  - 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
  - 11. Privacy Impact** – none.
  - 12. COSLA Policy Position** – none.
  - 13. Climate Change** – Actions and indicators within the Service Improvement Plan under the 'green' theme highlights how the service will contribute Council activities to mitigate climate change.
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**List of Background Papers:** None

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**Appendix I:** Chief Executive's Service Improvement Plan 2023-2026

# Chief Executive's Service

Service Improvement Plan 2023 - 26



Renfrewshire Council

# Welcome from the Chief Executive

Thanks for taking the time to read our new Service Improvement Plan, setting out how the Chief Executive's Service will help to deliver the strategic outcomes set out in our new Council Plan, relating to Place; Economy; Fair; Green, Living our Values; and the cross-cutting focus on Improving Outcomes for Children and Families.

All Council services are operating in a challenging context, but we continue to listen and target our resources to the areas and programmes that need it most. Within the Chief Executive's service, a key priority remains tackling inequalities and supporting Renfrewshire communities through the cost-of-living crisis, with the Fairer Renfrewshire programme driving forward activity to support local people.

We've recently welcomed the Community Learning and Development and Building Communities Teams into the Chief Executive's Service, and their work will help enhance our community engagement and empowerment activities as we move towards new ways of working alongside our communities in Renfrewshire to tackle the issues that matter most to local people.

We also continue to focus on the regeneration and development of our towns and villages, as well as helping people into work and supporting small businesses, alongside attracting large-scale investment and jobs to Renfrewshire. The term of this plan covers a really exciting time for Renfrewshire with key cultural sites re-opening to the public after significant investment, starting with Paisley Town Hall which is due to open later this year and will be showcased at the Royal National Mod which returns to Renfrewshire in the autumn.

Alongside our brilliant events programme, we continue to work hard to make sure that residents, staff and visitors get the information they need about the Council and Renfrewshire. We all work together as a team to continue to make Renfrewshire a great place to live, work and visit, and I'm thankful for the ongoing commitment and hard work of all my colleagues who share that goal.

Alan



We are fair, We are helpful, We are great collaborators, We value learning

# Chief Executive's Services – Our Service



## Tackling Poverty and Inequalities

Working to address sources of poverty



## Supporting Business

To start-up, grow, & increase jobs and enterprise



## Alcohol and Drugs

Working to reduce harm from substance use



## Employment Support

Helping unemployed & low waged people find & sustain work



## Digital Experience

Ensuring citizens can easily find and use information online about council services



## City Deal

Major infrastructure projects bringing regeneration & economic opportunities



## Events

Attracting visitors & positive economic impact

## Cultural Infrastructure



Investments in significant heritage buildings in Renfrewshire



## Marketing and Communication

Managing the Council's brand & communication with local people



## Regeneration

Supporting the regeneration of our towns and villages



## Planning and placeshaping

Delivering planning & building standards services, including policy



## Community empowerment

Working with our communities, partners and third sector organisations



## Strategy and Policy

Leading policy & strategy development, alongside performance, data and research



## Community Learning and Development

Delivering youth work, adult and family learning and building communities

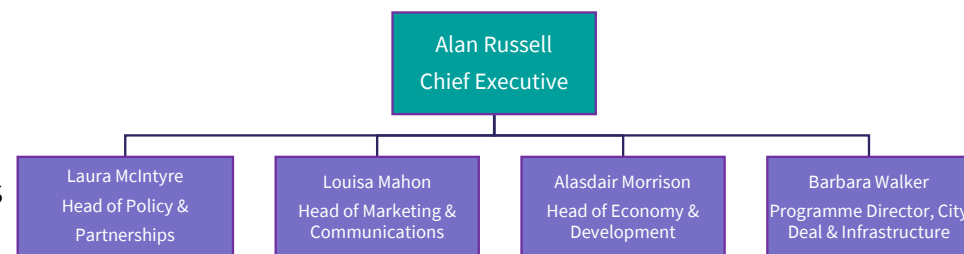


## Estates

Managing the Council's estate

# Chief Executive's Services - About Us

The Chief Executive's service is responsible for setting the strategic direction of the organisation, delivering large-scale infrastructure programmes and services to support Renfrewshire's economy, celebrating our cultural heritage and developing thriving communities and neighbourhoods across Renfrewshire. We build strong relationships with partners across the public, private and third sectors ensuring collaborative working towards shared goals



The Chief Executive is the Council's Head of Paid Service, responsible for ensuring the effective management of the Council in addition to leading this service. Within the service, the Chief Executive is supported by four Heads of Service, who deliver the four main work areas:

**Policy & Partnerships:** Coordinating the Council's approach and working with partners to tackle poverty and alcohol and drug harm, deliver community empowerment and learning and development, leading on asylum and migration issues, and policy, performance, data and analytics support.

**Marketing & Communications:** Strategic communications, marketing and public relations, media management, digital experience, cultural regeneration, major events and capital fundraising.

**Economy & Development:** Employability and business support, regeneration, supporting the creation of jobs and local investment, managing the council estate and providing building standards and planning services, including planning policy.

**City Deal & Infrastructure:** Delivering major infrastructure projects, including Glasgow Airport Investment Area (GAIA), Clyde Waterfront and Renfrew Riverside, Advanced Manufacturing Innovation District Scotland (AMIDS) and AMIDS South alongside the cultural infrastructure projects delivering significant investment across Renfrewshire's heritage buildings.

# Our Resources and Risks

## BUDGET

For 2023/24, the Revenue budget approved for General Services on 2 March 2023 was **£483m**.

The capital budget approved for General Services on 2 March 2023 was **£424m** for the period 2023/24 to 2027/28.

The Chief Executive's Services revenue budget for 2023/24 is approximately **£10.7m**, which is around £1m less than the previous year, accounting inflationary changes and savings proposals. Budgetary changes are linked to the Council restructure, with teams moving between services.

As part of the capital budget, almost **£40m** will be invested into economic development projects in 2023/24, including Paisley Arts Centre, Town Hall, Museum and Learning & Cultural Hub, while **£252m** will be invested between 2023/24 to 2027/28 as part of the City Deal and related investment programmes.

## RISK MANAGEMENT

The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board.

Chief Executive's Service risks are detailed below:

Risks		Evaluations
<b>Our strategic risks</b>		
Economy		Very High
Reducing Inequalities in Renfrewshire		Very High
Climate, Sustainability and Adaptability		High
<b>Our corporate risks</b>		
Cyber Attack		High



# Transformation and Financial Sustainability

The Council's financial outlook remains significantly challenging. The most recent analysis reported to Council on 2 March 2023 suggests that Renfrewshire Council will experience a funding deficit in the range of £40m-£45m in the three years following 2023/24, unless mitigating action is taken.

The Council continues to explore ways to transform how we deliver our services – to improve the experience of our customers and service-users but also to ensure the Council's financial sustainability.

**Chief Executive's Service** continues to support this through:

Ensuring **corporate goals** are linked through all Council policy, and service plans reflect improvement and efficiency

Leading the council's public, staff and stakeholder **communications** that drive awareness of future change

Delivering **Right For Renfrewshire** savings workstreams for Chief Executive's Service

Leading on the **Connected Communities** programme to transform how we work across localities

Supporting the cross-service **Financial Sustainability** workstreams led by the Corporate Management Team



# Workforce development and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which identifies three priority areas:



health and wellbeing



new ways of working

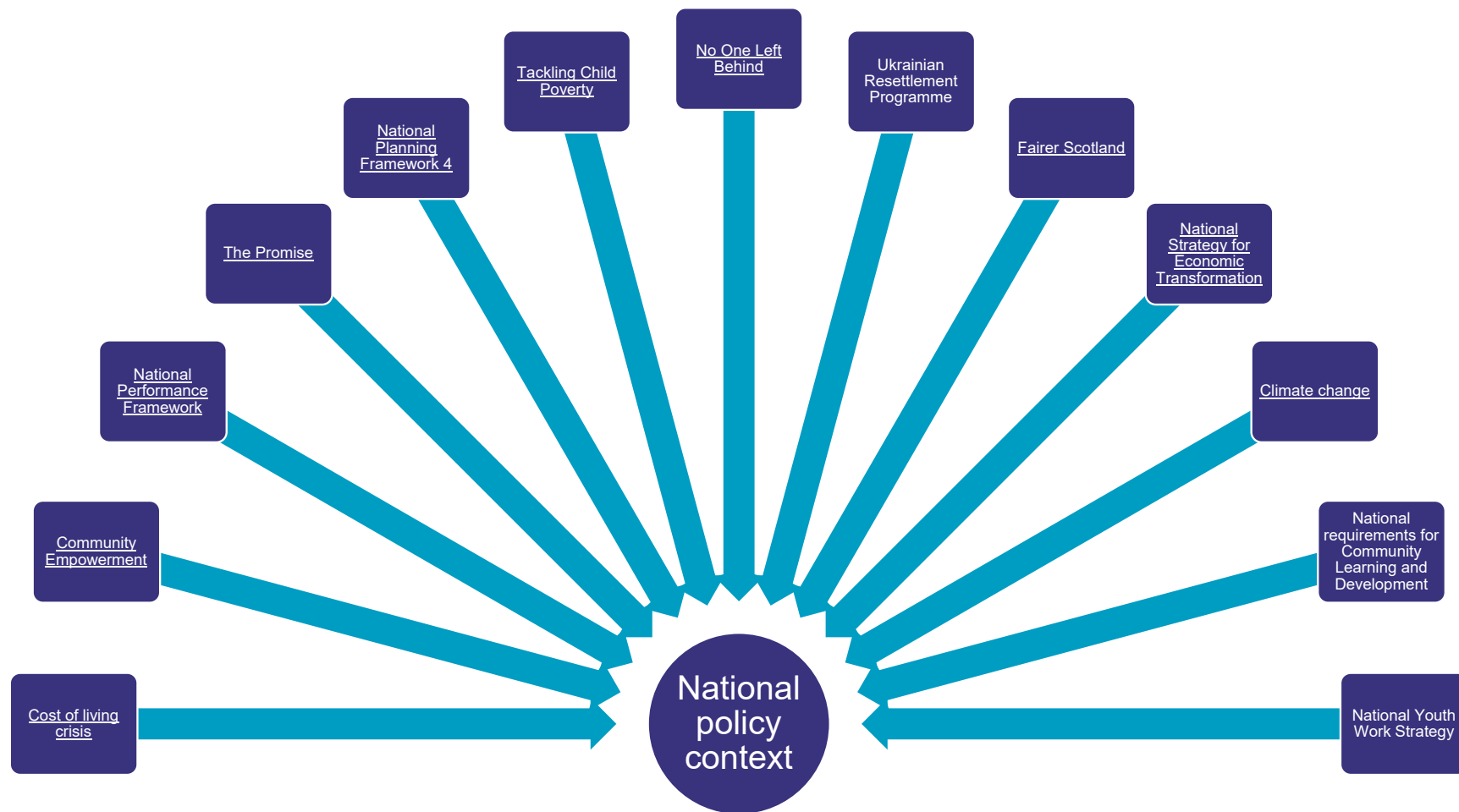
staff communication and engagement



The strategy also integrates the Council’s organisational development vision and workforce planning activities into three strategic outcomes - **our approaches improve; our skills strengthen; and our culture evolves.**

The strategy is aligned with the new Council Plan and ensures focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

**Chief Executive’s Service** will ensure these priorities are reflected in our workforce. High-level actions arising from the people strategy are embedded in our Service Improvement Plan and will be measured through its performance monitoring. The service will continue to support hybrid working arrangements, and actively promote new policies and access to health and wellbeing support. Through all this, we will take a collaborative approach to service design and the embedding of new service arrangements following the recent Council restructure.



# Our local policy context

## Our Values

- Our Values describe our promise to our communities, staff, and partners. They guide how we deliver services and make decisions.

## Economic Development

- Investing in innovation, economic infrastructure and skills across Renfrewshire. Following Covid-19 recovery measures, the service is working to ensure the area is resilient to economic pressures

## Council and Community Plans

- Our Council Plan and Community Plan set the strategic framework for our organisation and describe what we want to achieve for Renfrewshire.

## Glasgow City Region City Deal

- Delivering infrastructure projects that will bring jobs and investment to Renfrewshire, and achieve community benefits from suppliers so any money spent in Renfrewshire benefits Renfrewshire.

## Fairer Renfrewshire Programme

- Brings together existing programmes of work focused on achieving fairness and equity, and tackling the inequalities that exist across Renfrewshire's communities.

## Equalities, diversity and inclusion

- Every area of work within the Council has a role to play in promoting equality and diversity. The Equality Act 2010 protects people from unfair treatment and asks public bodies to show how they make a positive difference to equality groups.

## Alcohol and Drugs Change Programme

- Takes forward projects to deliver the recommendations from Renfrewshire's Alcohol and Drugs Commission to reduce drug and alcohol-related harms and promote recovery.

## Trauma-informed and Responsive Renfrewshire Programme

- Every area of work within the Council has a role to play in promoting equality and diversity. The Equality Act 2010 protects people from unfair treatment and asks public bodies to show how they make a positive difference to equality groups.

# Our local policy context

## Digital Strategy

- Making sure everyone has the opportunity to reach their digital potential and maximise the benefits that digital technologies offer

## Local Development Plan 2021 - 2031

- Setting out our land use strategy for the next 10 years, managing development in order to fit local needs

## Future Paisley

- A programme of cultural events and activity based around Paisley and Renfrewshire's unique and internationally-significant story which uses targeted investment to deliver positive change.

## Ren Zero

- Support the Council's pledge to tackle the climate crisis, working towards our net zero target as an organisation and across Renfrewshire.

## Best Value

- Aims to ensure good governance; manage resources effectively; focus on improvement; and, most importantly, deliver the best possible outcomes for local people.

## Connected Communities

- Develop new options for services and partners to work together more closely across localities and develop community capacity

## Youth Engagement

- Encouraging youth participation working in partnership with schools to support young people to promote rights and equalities

# Our key priorities

Leading the delivery of the Council and Community Plans

Regenerating Renfrewshire's towns and developing thriving neighbourhoods

Supporting new and existing businesses, delivering employability programmes and growing the local economy

Delivering Renfrewshire's City Deal and associated infrastructure programme

Delivering cultural regeneration through policy change, events & interventions & cultural venues investment

Leading on migration and asylum issues on behalf of the Council

Developing a new Events Strategy for Renfrewshire

Developing our Connected Communities programme

Reducing poverty and tackling inequalities in Renfrewshire

Supporting the organisation, partners and communities to work towards Net Zero Renfrewshire

Encouraging and increasing community empowerment, local participation and decision-making

Managing the Council brand and strategic communications with staff, citizens, elected members, media and local and national partners.

# Our focus for 2023/24

- Embedding the new **Council Plan** as the framework for delivering the Council's priorities, communicating the vision with colleagues across the organisation
- Working with partners to support Renfrewshire residents through the **cost-of-living crisis** through the Fairer Renfrewshire Programme and continuing work on **tackling inequality** with a particular focus on child poverty
- Supporting increased **community empowerment**, including further development of Local Partnerships, the mainstreaming of Participatory Budgeting, and the Connected Communities programme
- Progressing the development of the **Trauma-Informed and Responsive Renfrewshire Programme**, ensuring policies, projects and activities are developed in an inclusive way, mindful of how trauma could impact the way people interact with our services.
- Continuing to deliver the recommendations of the **Alcohol and Drugs Commission** to reduce harm from substance use.
- Leading on the Council's response to **migration and asylum** issues.
- Delivering Renfrewshire's **Cultural Infrastructure Investment Programme**, with the planned reopening of Paisley Museum next year which will showcase Paisley's world-changing stories to new audiences and bring people into the town-centre.
- Developing a new **event strategy** for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities.
- Working with partners to deliver the **Future Paisley** step changes and evaluate the impact of the programme on Renfrewshire communities

# Our focus for 2023/24

- Continuing to progress our **City Deal and Infrastructure** projects, and monitoring the benefits they bring to Renfrewshire, including increased investment and employment, and reduced carbon impact through sustainable transport links.
- Delivering the next phase of **AMIDS** with our new development partner
- Continuing to work on developing and delivering our **town centre strategies** as a central part of our placeshaping work.
- Developing a **Community Wealth Building** plan, setting out how we will work with partners and with local communities and businesses to increase economic potential
- Providing strategic support to **Ren Zero**, reviewing opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people.
- Continuing to build the **Council's brand and reputation** with key publics and explaining council policy and decision-making through effective communications
- Progressing our **digital experience** work and delivering the first release new website
- Coordinating and supporting activities to ensure the Council **delivers Best Value**, including through self-assessment and enhanced performance management

# Other plans, strategies and reports



**For Chief Executive's Services, reports are presented to different Policy Boards depending on the topic, and others go to Leadership Board. Papers and access to video recordings of past meetings can be found [here](#).**



# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Develop new options for services and partners to work together more closely across localities to provide advice and support to local people and develop community capacity (CF)	By working together, we will maximise the opportunities to support communities in ways that are empowering, sustainable and tailored to local needs.	31 December 2025
Deliver a participatory budgeting framework for the Council (CF)	Communities will feel more empowered and involved. A proportion of council spend directly reflects the priorities identified by local community members.	31 March 2024
Progress the next phase of Local Partnerships development	Communities are supported to feel empowered and able to contribute to local decision-making.	31 March 2024
Deliver Renfrewshire's Cultural Infrastructure Investment Programme	Renfrewshire will have state of the art cultural venues and attract people to the area	31 July 2024
Participate in and monitor progression of the Clyde Metro in partnership with Glasgow City Council, Transport Scotland and other stakeholders.	Sustainable links to AMIDS, Glasgow Airport, Gilmour Street Train Station, Renfrew and Braehead will enhance economic potential and reduce carbon.	31 March 2025
Work with the development partner and stakeholders to maximise the potential of AMIDS for Renfrewshire	Social and economic regeneration improvements within Paisley North Area and improved enabling infrastructure	31 March 2026
Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.	We will evidence the impact of the Future Paisley programme in achieving our 15 strategic outcomes and 5 step changes, so that future funding decisions can be informed on the basis of projects delivering greatest positive impact for local people and the cultural sector.	31 March 2024
Successfully deliver the Capital Appeal for Paisley Museum Reimagined Ltd.	We will raise 3.5m to support the transformation of Paisley Museum.	31 March 2024

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Implement the destination marketing plan to promote Renfrewshire as a day-visitor location, maximising existing audience and product intelligence and ensuring brand relevance across Renfrewshire.	Visitor marketing will be aligned with the new tourism strategy, incorporating rural and urban attractions. We will increase visitors to Renfrewshire and attract investment to the area, promoting local and regional economic growth, supporting regeneration and generating jobs for local people.	31 March 2024
Deliver on the ambitions of our town centre strategies/visions and specifically working with partners to transform our key centres.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	31 March 2026
Proactively work with property owners to bring some of the area's most valued assets back into use	This work will link with the town centre strategies to protect, enhance and return to use key assets	31 March 2025
Deliver Renfrewshire's Strategic Housing Investment Programme in partnership with other housing providers in Renfrewshire	The SHIP is key to the targeting of resources are effectively targeted to deliver new and improved housing which meets local housing priorities.	31 March 2028
Deliver Renfrewshire's Local Housing Strategy 2022- 27	The LHS has a central and strategic role in directing investment in housing and related services locally. It sets out a strategic vision for the delivery of housing, related services and the outcomes that it will seek to achieve.	31 August 2025
Deliver the Local Development Plan, the 10 year spatial strategy for Renfrewshire	The LDP sets out policies and proposals that aim to facilitate sustainable economic growth and sustainable development by directing development to existing built up areas, creating sustainable mixed communities, high quality places and helping to tackle climate change.	31 March 2027

# Delivering the Council Plan - PLACE

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Fundraising income target	Annual	£384,6114	2022/23	£548,191	£500,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley.is destination brand	Quarterly	314,041,621	2022/23	204,638,668	200m
Number of properties on the Buildings at Risk Register	Quarterly	27	2022/23	27	27
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	53.4%	Q3 2022/23	67%	95%
Amount of Vacant and Derelict Land (hectares)	Annual	208.6	2022/23	254	Data only
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment (hectares)	Annual	28	2021/22	28	20
Affordable housing completions	Annual	170	2022/23	369	200
Private housing completions	Annual	572	2021/22	572	500

# Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents.	31 March 2025
Lead development of a new event strategy for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities	Our annual events programme will take place across Renfrewshire and will continue to support sector restart, promote local and regional economic growth and help address visitor seasonality. We will also examine the impact of events on civic pride, community cohesion and wellness.	31 March 2024
Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for place	Setting out our goals and the benefits of investing in Renfrewshire will provide opportunities for local communities in terms of economic potential and wealth creation.	31 March 2025
Develop a Community Wealth Building Plan for Renfrewshire	The plan and its implementation will support the local economy through job creation, wealth creation and economic growth by strengthening links with local business and building on the support already delivered.	31 March 2024
Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	Support with supply chain development opportunities can enable larger contractors to reduce costs in finding appropriate, high quality and local suppliers.	31 December 2023
Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments	Supporting the economic growth of our communities and places and benefitting from national funds.	31 March 2026

# Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Measure of Civic Pride related to events (% of people agreeing that local events make them proud of their home town)	Annual	New for 2022/23	2022/23	84%	85%
Number of people participating in the events programme	Quarterly	789	2022/23	3,140	1750
Number of people performing in the event programme	Quarterly	307	2022/23	568	400
Number of volunteering hours supporting the development and delivery of the events programme (new)	Quarterly	NEW	NEW	NEW	45
Number of people attending the events programme	Quarterly	63,630	2022/23	151,500	95,000
Economic impact and local spend of attendees to the events programme (New)	Quarterly	NEW	NEW	NEW	Baseline tbc
Average spend per head of attendees to the events programme (New)	Quarterly	NEW	NEW	NEW	Baseline tbc
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly	272	2022/23	206	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly	New for 2022/23	2022/23	350	300
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly	New for 2022/23	2022/23	89	80

# Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly	New for 2022/2023	2022/23	68	40
Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme	Quarterly	859	2022/23	1,370	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme	Quarterly	New for 2022/2023	2022/23	507	400
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	Quarterly	686	2022/23	538	350
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme	Annual	221	2022/23	340	180

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Develop the Trauma Informed and Responsive Renfrewshire Programme	Alcohol and drug use can have major consequences for individuals and communities. A recovery-led approach which recognises the trauma caused by alcohol and drug use can be effective in reducing individual and societal harms.	31 March 2025
Deliver the Stigma/Language Matters project.	Tackling the stigma surrounding harmful alcohol and drug use can support recovery.	31 March 2024
Take forward the recommendations of the Alcohol and Drugs Commission	Alcohol and drug use can have major consequences for individuals and communities. A recovery-led approach delivered in partnership will contribute to reducing individual and societal harms.	31 March 2025
Develop the new Fairer Renfrewshire programme (CF)	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	31 March 2025
Work with partners to support Renfrewshire residents through the cost-of-living crisis	People most impacted by rising prices will be supported to access affordable products, to maximise their incomes, and to improve their wellbeing.	31 December 2023
Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area	Policies will be developed in partnership with those directly affected, and therefore be designed with a greater understanding of individual experiences	31 March 2024
Develop the Fair Food Renfrewshire strategy.	Vulnerable individuals will be able to access support to manage the issues of food insecurity.	31 March 2024

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Carry out deep dive (planned for early 2023) focusing on child poverty, which will inform delivery of local child poverty action plans (CF)	This exercise will provide a detailed understanding of the factors driving child poverty and how this may have changed, and will help focus actions where they can have the greatest impact.	31 December 2023
Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.	Poverty has a persistent and pervasive impact on communities and individuals and it is important to understand the impact of policies to tackle poverty and use that learning to inform future policy, so that the maximum number of people can be helped.	31 September 2023
Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power	Employment is one means of tackling poverty which in turn supports better health and wellbeing.	31 March 2024
Deliver services in line with the CLD strategy 2021-24, such as Youth Voice programme and Street Stuff (CF)	A range of positive outcomes can be delivered, including greater youth empowerment, increased levels of physical activity, healthier lifestyles, skills development and personal growth.	31 March 2026
Deliver targeted programmes of community-based adult literacy and numeracy, ESOL, digital, personal and social development, and family learning activities in response to identified need and as set out in Renfrewshire's CLD Strategy 2021-24 (CF)	Local residents are supported in their personal and social development which can lead to improved employment opportunities, tackling social isolation, strengthening communities and empowering people.	31 March 2026
Continue to deliver new approaches to Building Communities and identify further new opportunities for locality area-based support which builds community capacity.	Communities are supported to identify and tackle local priorities, increasing empowerment, civic pride and community cohesion.	31 March 2026



# Delivering the Council Plan - FAIR

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Community Asset Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	0	2022/23	4	6
Number of people engaged with Adult and Family learning team	Quarterly	NEW	NEW	NEW	220
Number of school visits undertaken to raise awareness of environmental action and the impact of anti-social behaviours.	Quarterly	NEW	NEW	NEW	100

# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Provide strategic and policy support for the Council's Plan for Net Zero	This will support oversight and good governance in relation to the delivery of the Plan for Net Zero.	31 March 2026
Review opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people	This will contribute to job creation and our Community Wealth Building Plan as well as ensuring the local population has the skills that potential investors need.	31 December 2024
Explore opportunities to extend the District Heating Network beyond AMIDS	This will contribute to Renfrewshire's Net Zero ambitions and show the value of sustainable energy projects.	31 March 2025
Investigate options for a sustainable transport plan for AMIDS.	This will identify opportunities to further enhance the impact of the AMIDS development and contribute to our Net Zero goals.	30 September 2024
Develop a new Sustainable Communities Fund.	The fund will support the shared ambitions of empowering and developing our communities and tackling the climate crisis and enhancing and protecting our natural environment.	31 March 2024

# Delivering the Council Plan - GREEN

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Number of local businesses working with the Council to progress the Net Zero agenda	Quarterly	New for 2022/23	2022/23	48	40
Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants	Quarterly	New for 2022/23	2022/23	2	2
Number of visits by Environmental Taskforce to flytipping hotspots	Quarterly	New for 2022/23	2022/23	260	1,500
Number of members of the Team Up to Clean Up Facebook Community	Quarterly	NEW	NEW	NEW	5,000

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Lead engagement with services to embed the new Council Plan as the framework for delivering the Council's priorities	It will be clear what our strategic priorities are and how each service contributes to delivery of these. We collaborate.	31 March 2024
Undertake a corporate self-assessment exercise in line with revised best value audit methodology	Key aspects of governance are strengthened, and an improvement focus remains central to the plans and strategies of the council. We collaborate.	31 December 2023
Review and refresh the Council's performance management framework	Robust performance mgmt. arrangements in place which support effective scrutiny and decision making. We value learning.	31 December 2023
Support engagement opportunities to influence national policy direction and align the focus of the organisation in response to national legislation	We contribute to national discussions on matters of importance to local government and seek to influence policy. We understand likely future developments and support services to be fully prepared to implement changes.	31 March 2027
Lead implementation of the Council brand, prioritising tone of voice, inclusive communications and audience insights	Citizen's trust and value the council and we are able to attract and retain talent. We are fair.	31 March 2025

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Lead implementation of strategic communications to support the Council's financial strategy	Local people, communities and partners are aware of the financial challenges facing public services and understand how the council is planning for the future. We are helpful.	31 March 2024
Launch a new Council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the Council across digital platforms.	We will build trust with local people and improve our responsiveness. Services will be easier to access, people will feel more connected to the council and will have a greater understanding of our functions, priorities and the services we deliver.	30 April 2024

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	77%	2022/23	62.5%	100%
% of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	40%	2022/23	50%	85%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly	5.98	2022/23 Q3	3.85	6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly	93.5%	2022/23	97%	100%
Number of people engaging with the Council's digital channels (not including website).	Quarterly	64,822	2022/23	69,287	65,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly	371,061,673	2022/23	316,560,958	250m
% of staff who feel that the information they receive from internal communications is helpful	Annual	85%	2021/22	85%	85%

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	101.2	2022/23 Q3	90	60
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	60.1%	2022/23 Q3	81.5%	90%
Average Time for processing Planning Applications (Householder) (weeks)	Quarterly	7.2	2022/23 Q2	13.4	8

# Delivering the Council Plan – Cross cutting theme

## IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

'Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire's **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire's children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.' *Council Plan 2022-2027*

In order to deliver this cross-cutting theme, the outcomes of children and families will be considered while implementing all actions within the following action plan, but those marked '(CF)' will be particularly relevant. Additionally, the following actions will be a priority for the service:

What will we do?	What difference will we make?	When will we do it by?
Contribute to the Council's commitment to The Promise for all care experienced people	Care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; can build and maintain good relationships	31 March 2027
Deliver targeted <del>diversionary</del> activities for children and young people including Street Stuff		
Support youth participation and engagement through projects such as Celebrating Renfrewshire and support for the Scottish Youth Parliament.	Children and young people are supported to participate in their community and in local and national democracy. They feel empowered to make a contribution to their community.	31 March 2025
Through Future Paisley, facilitate improved access to cultural activity for children and families.	Access to cultural activity is known to directly contribute to improving wellbeing.	
YOUTH STRATEGY		



# Chief Executive's Service

Service Improvement Plan 2023 – 26

For more information, please contact:  
[policycefar@renfrewshire.gov.uk](mailto:policycefar@renfrewshire.gov.uk)





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

**On:** 8 June 2023

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**Report by:** Director of Environment, Housing & Infrastructure

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**Heading:** Environment & Infrastructure Service Improvement Plan 2022/23-24/25  
Outturn Report

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**1. Summary**

- 1.1 The Service Improvement Plan links to the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a set of documents which provide the strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan.
  - 1.2 A mid-year progress update on the Service Improvement Plan was submitted to the Finance, Resources and Customer Services Policy Board in November 2022.
  - 1.3 This outturn report, attached in Appendix 1, is presented to the Finance, Resources and Customer Services Policy Board for noting of the areas within this Board's remit only. The plan and covering report will also be submitted to the Infrastructure, Land and Environment Policy Board for the areas within that Board's remit.
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## **2. Recommendations**

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

- 2.1 Notes the progress made in delivering the 2022/23 – 24/25 Service Improvement Plan for Environment & Infrastructure attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board.

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## **3. Background**

- 3.1 Environment & Infrastructure has remained aspirational throughout 2022/23 continuing to implement improvement through the service priorities, key tasks, actions and performance indicators.
- 3.2 This Service Improvement Plan outturn report for Environment & Infrastructure covers the year 2022/23. The priority actions set out in the attached Service Improvement Plan Outturn report (Appendix 1) detail the outcome of specific actions the service has progressed. These have and continue to be in support of the Council's immediate priorities and future direction, helping deliver improved outcomes for Renfrewshire's communities.

## **4. Key Achievements 2022/23**

- 4.1 Despite the challenging financial operating environment, the service has been able to deliver its services and a wide range of achievements across the service.
- 4.2 A more detailed picture of achievements is included in the Service Improvement Plan outturn is appended to this report. The achievements relevant to the remit of this Board include:

### **4.2.1 Strategic Outcome 1: Place**

#### **Building Services**

Building Services continues to work with colleagues in Communities and Housing to provide a full repairs and emergency service to the council house residents of Renfrewshire.

#### **Support Services**

Support Services continue to work with all sectors across the wider Renfrewshire corporate estate and carry out repairs and compliance checks across all of Renfrewshire's Public Buildings. The COVID-19 catch up programme is almost complete with the service returning to business as usual.

#### 4.2.2 Council Plan Strategic Outcome 2: Economy

**Creating employment opportunities** – Environment & Infrastructure has delivered a range of services and projects that has created job opportunities for Renfrewshire's young people and vulnerable people, actively preparing and supporting them for the world of work. They include:

- Soft FM have been working with Project Search and provided placements for 3 students across the service.
- One of the Project Search students completed a second 10-week work experience and is now actively looking for permanent employment.
- An apprentice taken on in 21/22 has successfully progressed to full time employment within the service.
- One apprentice was taken on during 22/23.
- Building Services has recruited and started 3 youth apprentices.
- Support Service has recruited a clerical/admin apprentice.

#### 4.2.3 Council Plan Strategic Outcome 3: Fair

##### **School Meals**

- The expansion of the universal school meal provision was extended in August 2022 and now includes all pupils in P1 – P5 and all pupils in ASN schools.
- Capital funding has been invested in expansion of school kitchen facilities. An additional 13 cooking kitchens in schools and established kitchens have been modernised by upgrading/replacing equipment.
- The Soft FM service serves approximately 8,500 healthy school meals every day that are fully compliant with the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020.

##### **Street Stuff**

Working alongside Street Stuff, evening meals have been provided 6 days a week since November 2022 to over 200 residents throughout Renfrewshire.

##### **Period Products (Free provision) (Scotland) Bill**

Free sanitary products have been made readily available in Renfrewshire's schools. The service has also been working with schools to promote the use of more environmentally friendly and re-usable products.

#### 4.2.4 Council Plan Strategic Outcome 4: Green

**Supporting the Council's pledge to be carbon neutral by 2030** – Environment & Infrastructure activities continue to make a critical contribution towards Renfrewshire being carbon neutral by 2030. It has an active role in this process and already delivers a number of programmes to help mitigate climate change.

#### 4.2.5 **Council Plan Strategic Outcome 5: Living our values**

**Better use of technology** – The service has developed and expanded the use of digital technology in 2022/23.

Continued development and focus on data analytics and performance information has been used to enhance service management information and encourage service improvement.

#### 4.2.6 **Council Plan Strategic Outcome 6: Improving Outcomes for Children and Families**

Over 1,300 responses have been received from a survey sent to parents and pupils for feedback on menus. There has been positive feedback to the new menu resulting in the recent increase in uptake. Taster sessions were organised with schools and engagement with schools on an individual basis to focus on uptake, is ongoing.

Together with Children's Services, evening cooking classes have been taking place in Primary schools. Children learn about food hygiene, kitchen safety, food regulations and allergies through the opportunity to cook healthy meals.

### 5. **Monitoring progress**

#### 5.1 **Areas where actions have been reviewed or delayed**

- **Work Hub**

Work to fully implement and integrate the Work Hub system remains on-going. Manual financial transactions were completed for the end of the 2022/23 financial year and the Service remains in discussions with the supplier to try and ensure full automation of the job management system.

5.2 The remaining actions have been progressing in line with anticipated timescales.

#### 6. **Progress against service scorecard**

6.1 The performance scorecard contains 11 indicators. 7 are performing strongly, 3 are slightly short of target and need monitoring and one value remains to be confirmed.

6.2 The full performance scorecard is included as part of Appendix 1 of this report.

6.3 Some highlights of service performance and outcomes, with specific relevance to this Policy Board, include:

- Uptake of free school meals in Primary schools was 53.4%, exceeding the target of 52%.

- Uptake of free school meals in secondary schools also exceeded the target of 35%. 39.1% of secondary school pupils eligible for a free school meal benefited from the provision in 2022/23.
- Elected Member enquiry response rate of 92.6% continues to exceed the current 85% target;
- Frontline resolutions response rate of 87% exceeds the 85% target for 2022/23;
- Complaint investigation response rate of 93% exceeds the 85% target.
- Scrutiny of complaints data and performance is a key priority for the service. This focus continues to have a positive impact with response rates improving.

6.5 A few of the performance indicators are currently unavailable in the service scorecard and require monitoring:

- % of Overall repairs completed within time by Building Services.
- Average length of time taken to complete non-emergency repairs
- Percentage of compliance tasks undertaken per year – statutory compliance for public buildings
- Average number of work-days lost through sickness absence per employee (days lost) (cumulative)

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## Implications of the Report

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – As detailed in the report.
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
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** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.

**11. Privacy Impact** - none

**12. COSLA Policy Position** – none.

**13. Climate Risk** – The priorities and actions outlined within the report will make a positive contribution to tackling climate change.

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**List of Background Papers:** Service Improvement Plan 2022/23 – 2025/26

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## Actions 2022-25












Status	
	Cancelled
	Delayed
	In Progress
	Completed

Priority Action: Place				Actions	
Code	Action	Status	Progress	Due Date	Update
01	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire		<div><div>100%</div></div>	31-Mar-2023	Building Services continues to work with colleagues in Communities and Housing to provide a full repairs and emergency service to the council house residents of Renfrewshire.
02	Continuing to deliver compliance services to public buildings in Renfrewshire including schools		<div><div>100%</div></div>	31-Mar-2023	Support Services continues to work with all sectors across the wider Renfrewshire corporate estate and carry out repairs and compliance checks across all of Renfrewshire's Public Buildings. The COVID-19 catch up programme is almost complete with the service returning to business as usual. Compliance and compliance follow-ons will continue to be the priority and general repairs carried out within budget limitations.

**Priority Action: Economy****Actions**


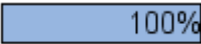






Code	Action	Status	Progress	Due Date	Update
01	Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire		 100%	31-Mar-2023	<p>Work is ongoing across to ensure the service provides employment, training and apprenticeship opportunities:</p> <ul style="list-style-type: none"><li>- Soft FM has been working with Project Search and has provided 10-week work experience placements for 3 students across the service.</li><li>- One of the Project Search students who completed a second 10-week work experience is now actively looking for permanent employment.</li><li>- The apprentice taken on in 2021/22 successfully progressed to full time employment within the service.</li><li>- 1 apprentice was taken on during 2022/23.</li><li>- In August 2022, Building Services recruited 3 youth apprentices from within the Renfrewshire area and one adult within the Council workforce.</li><li>- Support Service recruited a clerical/admin apprentice.</li></ul>

Priority Action: Fair				Actions	
Code	Action	Status	Progress	Due Date	Update
01	Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply		 100%	31-Mar-2023	All school menus are analysed and are fully compliant with the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020. The Soft FM service serves approximately 8,500 healthy school meals every day.
02	Work in partnership with Community Learning and Development Team as an integral part of the holiday programme through the provision and delivery of healthy meals		 100%	31-Mar-2023	<p>The service has been working closely with colleagues from the Communities and Housing Service to deliver targeted provision of accessible activities, childcare and food for primary school children from low-income families.</p> <p>Since November 2022, working alongside Street Stuff, evening meals now provided 6 days a week to over 200 residents throughout Renfrewshire.</p>
03	Deliver the expansion of free school meals to all P1 – P5 children and to all ASN pupils		 100%	31-Aug-2022	The expansion of the universal school meal provision was extended in August 2022 and now includes all pupils in P1 – P5 and all pupils in ASN schools.

Priority Action: Fair				Actions	
Code	Action	Status	Progress	Due Date	Update
04	Carry out capital improvements in school kitchens, in line with Scottish Government capital funding, to maintain the delivery of free school meals to all P1 – P5 pupils and all ASN pupils.		<div><div>100%</div></div>	31-Aug-2022	The service has established interim working arrangements to ensure the ongoing delivery of this service. This involves preparing and cooking additional meals from a number of school kitchens across the school estate. Meals are then delivered to those schools which do not have the facilities to cook onsite.
05	Work with the Scottish Government to deliver the further expansion of free school meals to all P6/P7 pupils and to deliver a free breakfast service for all primary school pupils		<div><div>25%</div></div>	31-Mar-2026	Capital funding for 2022-23 was received and has resulted in an additional 13 cooking kitchens in schools. Established kitchens have been modernised by upgrading/replacing equipment. A further 3 kitchens are being fully refurbished and will be functional by October 2023.
06	Continue to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the <a href="#">Period Products (Free Provision) (Scotland) Bill</a>		<div><div>100%</div></div>	31-Mar-2023	The Period Products (Free Provision) (Scotland) Act 2021 has been in force since 15th August 2022. The Soft FM service continues to work with colleagues across the authority to ensure that free sanitary products are always available in Renfrewshire's schools. The service has worked with schools to promote the use of more environmentally friendly and re-usable products.









## Priority Action: Living our Values

## Actions





Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance, health and wellbeing		 100%	31-Mar-2023	Absence management has been a key focus for the service during 2022/23. The service has also invested in mental health first aid training and the creation of mental health champions.  Environment & Infrastructure continues to support delivery of the Corporate Health and Well Being Strategy.
02	Implement the Council's People's Strategy		 100%	31-Mar-2023	Environment & Infrastructure supported the development of this key Council priority.
03	Active participation in Council's Right for Renfrewshire Transformational Programme		 100%	31-Mar-2023	Operations & Infrastructure is participating in service reviews as part of the Right for Renfrewshire transformation programme. The service has been fully engaged in supporting the Council's strategy for financial sustainability through the portfolio approach which will be delivered alongside the main transformation programme and reviews undertaken by individual services.
04	Better use of data and technology to improve services performance and delivery		 100%	31-Mar-2023	The use of data analytics and technology developments has continued, throughout 2022/23, to

## Priority Action: Living our Values

## Actions

Code	Action	Status	Progress	Due Date	Update
					be employed to support service improvement across each service area.
05	Provide an integrated FM service across the Council for public building and housing repairs and compliance		 90%	31-Mar-2023	Close working relationships established to ensure an Integrated FM service across public building and housing repairs and compliance. Work underway for Property Services to be realigned and brought into the Service in mid-2023. Regular scheduled meetings in place between management and staff across all facilities management teams to ensure integrated work.
06	Support the Council to implement the Business World system		 100%	31-Mar-2023	Environment & Infrastructure has continued to participate and engage in the implementation of Business World.
07	Embed new approaches to staff communication and engagement across all areas of the service		 100%	31-Mar-2023	A review of the approach to staff engagement and enhanced staff panels has been ongoing throughout 2022/23.
08	Ensure robust and up to date business continuity arrangements are in place		 100%	31-Mar-2023	The Environment & Infrastructure, Resilience Management Team continue to hold quarterly meetings, to review recent incidents and lessons learned, business continuity exercises and any training required, throughout 2022/23.



**Priority Action: Living our Values****Actions**

Code	Action	Status	Progress	Due Date	Update
09	Review Health & Safety and Risk Assessments		 100%	31-Mar-2023	The review of Health & Safety and Risk Assessments process is complete, adopted and is being rolled out across the service.
10	Ensure robust financial monitoring is in place to support the COVID-19 recovery		 100%	31-Mar-2023	The Senior Leadership Team and service managers met on a period-by-period basis with finance colleagues to monitor budgets and to ensure the service was provided with the most up to date information to ensure robust financial systems were in place to support the service.











## Priority Action: Improving Outcomes for Children and Families




## Actions



Code	Action	Status	Progress	Due Date	Update
01	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus			31-Mar-2023	<p>Work is ongoing to meet with pupil groups to encourage participation around the creation of new school menus. This also provides opportunity to provide further explanation of the Nutritional Guidelines. A new Menu and Nutrition Officer has been appointed and this will be a main priority of their role. Sampling session are being planned now that face to face parents' evenings are recommencing.</p> <p>Surveys were sent to parents and pupils for feedback on menus and received over 1300 responses. New menu options have been created and taster sessions carried out in schools for further input. New menu being implemented in June 2023.</p> <p>Together with Children's Services, evening cooking classes are taking place in Primary schools. The children get the opportunity to cook healthy meals and learn about food hygiene, kitchen safety, food regulations and allergies.</p>

## Scorecard



PI Status			
	Alert		Unknown
	Warning		Data Only
	OK		





Long Term Trends	
	Improving
	No Change
	Getting Worse


Short Term Trends	
	Improving
	No Change
	Getting Worse

Priority Theme: Place										Performance Indicators
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	% of reported street lighting faults which were attended within the 7-day timescale		98%	95%	99.9%	95%	99.2%	95%	N/A	During 2022/23, 99.2% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
02	% of Overall repairs completed within time by building services		95%	95%	93.6%	95%	Not currently available	80%	90%	Work continues with regards to the new information management system. Therefore, whilst easily accessible, reliable information isn't currently provided for this update for two Building Services' indicators.

Priority Theme: Place							Performance Indicators			
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
03	average length of time taken to complete non-emergency repairs – public buildings	❓	10.7	15	17.24	15	Not currently available	15	15	Phase 1 of the new system was almost complete before issues raised by supplier. Discussions with the supplier remains on-going to try and ensure full automation of the job management system.
04	% of compliance tasks undertaken per year – Statutory compliance for public buildings	✅	77%	90%	72%	90%	82%	80%	90%	<p>Compliance of tasks undertaken for statutory compliance in public buildings is performing at 82%. This is above the annual target of 80%.</p> <p>The service continues to meet statutory requirements for planned preventative maintenance using Building Services and contractors to undertake work. Regular meetings with contractors to challenge poor performance and ensure programmes are on-target.</p> <p>Recruitment exercise undertaken to replace Facilities Manager position to again strengthen the team and ensure full compliance wherever possible.</p>

Priority Theme: Fair										Performance Indicators
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	% uptake of free school meals in primary schools		47.2%	75%	49.3%	75%	53.4%	52%	60%	Uptake of free school meals in both primary and secondaries saw improvements in performance compared to the previous financial year. Primaries rising from 49.3% to 53.4% in 2022/23. This is above the target of 52%. Secondary performance increased from 32.3% to 39.1% (above the target of 35%) in the same time period.
02	% uptake of free school meals in secondary schools		49.6%	49%	32.3%	49%	39.1%	35%	42%	There has been positive feedback to the new menu resulting in the recent increase in uptake. Taster sessions were organised with schools and engagement with schools on an individual basis to focus on uptake, is ongoing.

Priority Theme: Living Our Values							Performance Indicators			
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)		17.02	13.7	15.5	13.7	11.2 (to quarter 3)	13.7	13.7	<p>Data only available up until 31 December 2022 (end of Quarter 3).</p> <p>In Q1 the average number of work-days lost per FTE was 3.5, meeting the quarter 1 target of 3.5.</p> <p>In Q2 the average number of work-days lost per FTE was 3.6 which exceeded the quarter 2 target of 3.</p> <p>In Q3 the average number of work-days lost per FTE was 4.1 which exceeded the quarter 3 target of 3.7.</p> <p>Q4 figures have not yet been finalised.</p>
02	% of members enquiries completed within timescale by E&I		86.4%	85%	86.7%	85%	92.6%	85%	85%	<p>Scrutiny of complaints data and performance is a key priority for the service and continues to be carried out on a regular basis at management team meetings. It and has been supported by improvements in both data analytics and access to management information. This investment and focus has had a positive impact with response rates improving.</p> <p>Environment &amp; Infrastructure received 5,282 members enquiries in 2022/23, of which 92.6% were responded to within timescale.</p> <p>Environment &amp; Infrastructure dealt with 349 Freedom of Information requests in 2022/23, of which 343 (98.5%) were responded to within</p>
03	% of FOI requests completed within timescale by E&I		96%	100%	99%	100%	98.5%	100%	100%	
04	% of front line resolutions dealt		75%	100%	80.8%	85%	87%	85%	85%	

Priority Theme: Living Our Values							Performance Indicators			
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
	with within timescale by E&I									timescale. 117 of these requests were cross departmental and 232 were departmental.  Environment & Infrastructure received 6,025 front line resolutions in 2022/23, of which 87% were responded to within timescale.
05	% of complaint investigations completed within timescale by E&I		58%	95%	64.8%	95%	93%	85%	85%	In 2022/23, the service dealt with 433 complaint investigations, 93% of which were dealt with within the agreed timescale.



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

**On: 8 June 2023**

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**Report by: Director of Environment, Housing & Infrastructure Services**

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**Heading: Environment, Housing & Infrastructure Services 2023-2024 Service Improvement Plan**

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## **1. Summary**

- 1.1 The Service Improvement Plan for Environment, Housing & Infrastructure is a three-year plan covering the period 2023-2026. The purpose of the Plan is to identify the priorities being addressed, the key tasks to be implemented, the implementation timetable and our measures of success.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction for the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan, and the Workforce Plan.
- 1.3 Following the approval of the new Council Plan 2022-2027 in September 2022, work has been undertaken to review the format of Service Improvement Plans to make these more accessible, easier to understand and clearly demonstrate service contribution towards delivering the new Council Plan strategic outcomes.
- 1.4 The Service Improvement Plan is appended to this report and includes Performance Indicators and an Action Plan grouped under the Council Plan themes. A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in the Autumn of 2023.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
  - (a) approves the attached Service Improvement Plan; and
  - (b) notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 2023, with updates to the Performance Indicators and Action Plan.

### **3. Background**

- 3.1 The new Environment, Housing & Infrastructure Services came into effect at the beginning of April 2023 and brings our colleagues in Housing Services and Public Protection together with the teams in what was Environment & Infrastructure. The revised structure is directly influenced by and designed to respond to the updated Council plan.
- 3.2 Environment, Housing & Infrastructure Services delivers universal services for over 180,000 Renfrewshire residents, helping to run our schools and care homes, providing homes for approximately 12,200 tenants, ensuring the local environment, pathways and roads are accessible, clean and green and our villages and towns are safe and connected.
- 3.3 Our services are delivered by a diverse, skilled and committed workforce of around 1,900, who are out and about every day in Renfrewshire, delivering services 24/7, to people at every stage of life.
- 3.4 We drive the council's commitment to NetZero, manage the council's property portfolio, deliver waste services, neighbourhood services, housing and homelessness services, road infrastructure, transportation services, community safety, parks and green spaces, regulatory services and facilities management. We are proud to deliver the essential services that matter to people's daily lives and make Renfrewshire a great place to live, and work.

### **4. Service Improvement Plan 2023-2024: What do we want to achieve?**

- 4.1. We are ambitious for our communities, local businesses, and the environment and we place people at the heart of the services we provide. We want to make a difference to the lives of our employees too.
- 4.2. Environment, Housing & Infrastructure Services will continue to draw upon relevant insight to target its resources appropriately, and during the next twelve months, specific priorities for the service will be driven by:
  - Continuing the implementation of Renfrewshire's plan for Net Zero
  - Providing healthy meals that meet the requirements of the National requirements for food and drink in Schools (Scotland) regulations 2020
  - Protecting the most vulnerable members of our communities, including homeless people and those threatened by homelessness
  - Delivering repairs and emergency out of hours repair service to around 12,200 council housing properties
  - Delivering repairs and compliance service to public buildings including Renfrewshire Schools
- 4.3 The Council and Services remain ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on continuous improvement, however, the organisation is experiencing a challenging operating context and



sustaining improvement may not always be possible. Within this context, the Service Improvement Planning process allows the organisation to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.

## **5. Monitoring progress**

- 5.1. Progress on the implementation of the Service Improvement Plan is regularly monitored by the extended Senior Leadership Team and will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A mid-year review of progress will be brought to this Board in the Autumn of 2023, with an annual outturn reported in Spring 2024.
- 5.2. This plan is presented to Finance, Resources and Customer Services Policy Board for approval of the areas within this Board's remit only. The plan and covering report will also be submitted to both the Infrastructure, Land and Environment Policy Board and the Communities and Housing Policy Board for approval of the areas within the respective remits of those Boards. Within the appendix to this report, those actions and performance indicators which fall under the remit of the Finance, Resources and Customer Services Policy Board are highlighted for ease in identifying them amongst the total actions and performance indicators for Environment, Housing & Infrastructure Services.
- 5.3. In recognition of the shared role across the Council, all services have identified actions and indicators from their respective Service Improvement Plans to be addressed through the Council Plan, contributing to the cross-cutting theme of *"improving outcomes for children and families"*.

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### **Implications of the Report**

1. **Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – The Service Improvement Plan also highlights workforce development and wellbeing considerations.
3. **Community/Council Planning** – The report details a range of activities which reflect Council and Community Planning themes and a direct link to the delivery of the Council Plan.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
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** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** – none.
12. **COSLA Policy Position** – none.
13. **Climate Change** – actions and indicators within the SIP cover the 'green' theme of Renfrewshire's Council Plan which highlights activities across the Council to tackle climate change.

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**List of Background Papers:** None

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**Author:** Gordon McNeil, Director of Environment, Housing & Infrastructure  
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**Appendix I:** Environment, Housing & Infrastructure Service Improvement Plan 2023-2026

# Environment, Housing & Infrastructure Services

Service Improvement Plan 2023 - 26



Renfrewshire  
Council

# Welcome to our Service Improvement Plan



As Director of Environment, Housing & Infrastructure Services in Renfrewshire, I'm delighted to introduce our new Service Improvement Plan. This plan describes how our team will focus our efforts to deliver the strategic outcomes described in the Council Plan 2022 to 2027 of Place, Economy, Fair, Green and Living Our Values.

Environment, Housing & Infrastructure Services delivers a wide range of vital services to individuals, communities and businesses across the whole of Renfrewshire. This includes universal provision such as waste collection, road maintenance, environmental health services and facility management across our housing stock and public buildings. We manage over 12,200 Council houses and support vulnerable people experiencing homelessness and those threatened by homelessness. Our service has also played a critical role in supporting the Council's response to the asylum and refugee programmes over the last year.

We support strategic Council projects including the City Deal programme and town centre projects including Paisley Town Hall and the new museum and lead on the £100m Housing led regeneration programme, which forms part of our £400m investment in our housing stock over the next 30 years.

Although the existing structure was already well placed to support the Council to progress its strategic ambitions, the changes will provide a greater alignment to the growing strategic emphasis that is given within the new Council plan to priorities associated with the climate agenda and journey to net zero.

I know the dedication of our colleagues across all areas of the new service will ensure the ambitious agenda outlined within the Service Improvement Plan is delivered to support the people, communities and businesses across Renfrewshire to flourish.  
Thank you

# Our service



## Net Zero

Deliver Renfrewshire's Plan for Net Zero.



## Homeless and Housing Services

Supporting homeless people, those threatened with homelessness and refugee resettlement.



## Community Safety

Helping to keep people safe through the Community Safety Hub.



## Waste and Recycling

Management of Renfrewshire's waste and recycling services.



## Streetscene

Ensuring our streets, town centres and communities are welcoming.



## Housing Investment

We invest in existing homes and new build Council houses.



## Safeguarding the public

Safeguarding the public and protecting consumers through Trading Standards and Environmental Health.



## Roads and Transport

Supporting more than 849km of roads and transport infrastructure and promote healthier, more active lifestyles through the active travel network.



## Council Homes

We support tenants in over **12,200** council houses, providing housing advice and support, repairs and maintenance.



## Fleet & Social Transport

Fleet Purchase, Maintenance & Management and Transportation of ASN Children & Elderly.



## Land & Asset Management

Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management.



## Facilities Management

Provide integrated facilities management activities in public buildings, schools and HSCP premises. Healthy nutritious meal provision in all Council run schools.



## Property Management

Managing the Council's capital projects and property portfolio.



# About us

Environment, Housing & Infrastructure is responsible for the provision of every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners.

- **Housing Services** responsibilities include managing and investing in our housing stock of approximately 12,200 properties and providing services to Council tenants, alongside housing advice and support, assisting homeless people and those threatened with homelessness and ensuring people have safe and healthy places to live.
- **Facilities Management & Property Services** covers four key service areas: soft facilities, hard facilities, support services and property services. Soft facilities cover janitorial, cleaning, catering, housekeeping and school crossing patrollers. Hard services cover building services operations, repairs and maintenance for housing and public buildings. Support services is responsible for compliance in schools and public buildings, life cycle maintenance in schools & public buildings and PPP contract management. Property Services is a multi-disciplinary design consultancy commissioned by Council Departments to deliver projects.
- **Operations & Service Development** responsibilities include: Waste Services, Fleet & Social Transport, Streetscene, Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management, Civil Contingencies and Service Development.
- **Climate, Public Protection & Roads** responsibilities include the Council's Roads, Public Transport, Parking & Active Travel services, as well as leading the response to Climate Change and Ren Zero, along with Energy Management, Regulatory & Public Protection services. This includes partnership working with police, fire and other multiagency partners.



# Our resources and risks

## BUDGET

For 2023/24, the revenue budget approved for General Services on 2 March 2023 was **£483m**.

The capital budget approved for General Services on 2 March 2023 was **£424m** for the period 2023/24 to 2027/28.

The Environment, Housing & Infrastructure Services revenue budget for 2023/24 is approximately **£54.353** million.

Income and expenditure in relation to a local authority's direct provision of housing must be recorded separately within a Housing Revenue Account (HRA). The [HRA Account Budget](#) was presented to Council on 2 March 2023 with total income for 2023/24 of **£54.655m**.

## RISK MANAGEMENT

The Council’s risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board.

Environment, Housing & Infrastructure Services risks are detailed below:

Risks	Evaluations
<b>Our strategic risks</b>	
Climate sustainability and adaptability	High
<b>Our corporate risks</b>	
Cyber Attack (All Services)	High
Impact on Regulatory Services due to Covid-19 and EU withdrawal	High
Commercial vehicle & operator’s license	High
Tree Fall and Ash Die Back & Larch Infection	High
Asset Management	High
<b>Our top service-specific risks</b>	
Headstones and Memorial safety	High
Housing led Regeneration and Renewal Programme	High

# Transformation and financial sustainability

The Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 2 March 2023 suggests that Renfrewshire Council will experience a funding deficit in the range of £40m-£45m in the three years following 2023/24, unless mitigating action is taken.

The Council continues to explore ways to transform how we deliver our services – to improve the experience of our customers and service-users but also to ensure the Council's financial sustainability.

**Environment, Housing & Infrastructure Services** continues to support this through;

Delivering **Right For Renfrewshire** savings workstreams for Environment, Housing & Infrastructure Services

Supporting the cross-service **Financial Sustainability** workstreams led by the Corporate Management Team

Delivering **Ren Zero** embedded within financial planning



# Workforce development and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which identifies three priority areas:



health and wellbeing

new ways of working

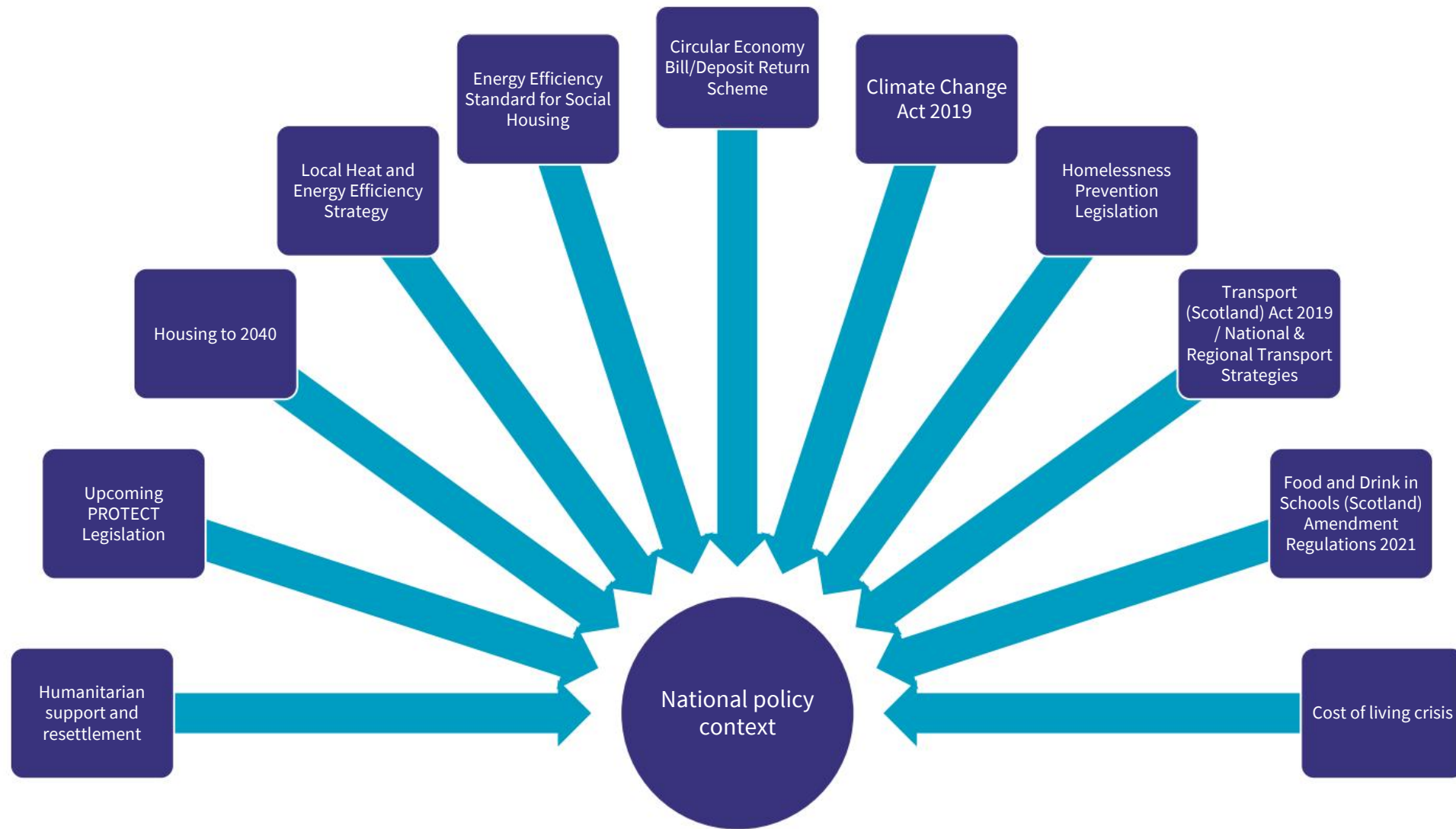


staff communication and engagement

The strategy also integrates the Council’s organisational development vision and workforce planning activities into three strategic outcomes - **our approaches improve; our skills strengthen; and our culture evolves.**

The strategy is aligned with the new Council Plan and ensures focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

**Environment, Housing & Infrastructure Services** will ensure these priorities are reflected in our workforce. High-level actions arising from the people strategy are embedded in our Service Improvement Plan and will be monitored through this.



# Our local policy context

## Our Values

- Our Values describe our promise to our communities, staff, and partners. They guide how we deliver services and make decisions.

## Council and Community Plans

- Our Council Plan and Community Plan set the strategic framework for our organisation and describe what we want to achieve for Renfrewshire

## Fairer Renfrewshire Programme

- Brings together existing programmes of work focused on achieving fairness and equity, and tackling the inequalities that exist across Renfrewshire's communities.

## Economic Recovery

- sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond.

## Renfrewshire's Plan for Net Zero

- Support the Council's pledge to tackle climate change, working towards net zero by 2030

## Alcohol and Drugs Change Programme

- Takes forward projects to deliver the recommendations from Renfrewshire's Alcohol and Drugs Commission to reduce drug and alcohol-related harms and promote recovery.

## Transformation Programme

- Environment, Housing & Infrastructure will support this next phase of the Council's transformation programme.

## Best Value

- Aims to ensure good governance; manage resources effectively; focus on improvement; and, most important of all, deliver the best possible outcomes for local people.

# Our key priorities

Deliver  
Renfrewshire's  
plan for Net Zero

Deliver the  
objectives and  
requirements of  
the Scottish  
Household  
recycling charter  
and Circular  
Economy scheme

Helping to keep  
Renfrewshire safe  
through the  
partnership  
working of the  
Community Safety  
Hub

Improve uptake  
and provide  
healthy meals

£400 million  
Housing led  
investment – new  
build and  
maintenance of  
existing properties  
as part of our 30  
year business plan

Deliver repairs and  
maintenance to  
around 12,200  
Council housing  
properties,  
including re-  
letting/void  
properties

Better use of data  
and technology to  
improve services  
performance and  
delivery

Deliver the  
2023/24 capital  
investment  
programme

Review of public  
transport for  
Renfrewshire

Supporting the  
most vulnerable  
members of our  
communities,  
including people  
experiencing and  
those threatened  
by homelessness

# Our focus for 2023/24

- Delivery the **Local Heat and Energy Efficiency Strategy (LHEES)** by the end of December 2023.
- Development of a Local Transport Strategy underpinned by **legislative and regulatory responsibilities** for delivery of the **Active Travel** and **Public Transport** agendas.
- Implementation of provisions of the Transport (Scotland) Act 2019 to enhance **social** and **economic wellbeing**, improve **environmental outcomes** and a focus on **health and wellbeing for all**.
- Lead on the “**new ways of working model**” across the Council's offices to give staff options to work best to deliver for communities.
- Ensure the proposed **Protect Duty** is delivered across the Council once it becomes law. The proposed legislation will ensure parties are prepared, ready to respond and know what to do in the event of a terrorist attack.
- Continue to support the Council's various **refugee and asylum programmes** including the provision of settled accommodation.
- Deliver the £400m Housing investment including a **£100m Housing-led regeneration programme** across 8 areas in Renfrewshire.
- Implement the final year of the **five-year Rapid Rehousing Transition Plan (RRTP)**. The RRTP details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.
- Simplify access to specialist income advice for **Council Tenants experiencing financial issues** to ensure entitlement to benefits and other financial / household assistance schemes are maximised.
- Support the **economic regeneration** and revitalisation of town centres with the service having a specific focus on the public realm and transport access.
- Deliver the new road infrastructure to support the enhanced links between Paisley Town Centre, Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) and new road bridge over the White Cart River, as part of the **£38million Levelling Up Fund**.
- Lead **modernisation** of business processes and more efficient use of management data, steering the focus of service delivery.



# Other plans, strategies and reports



**For Environment, Housing & Infrastructure Services, a wide range of reports are presented to the Infrastructure, Land & Environment Policy Board, the Communities and Housing Policy Board and the Finance, Resources and Customer Services Policy Board. Papers and access to video recordings of past meetings can be found [here](#).**

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver the 2023/24 roads and footways capital investment programme - £6.7 million	Improvements to the condition of roads and footways infrastructure	31 March 2024
Implement the requirements of the Transport (Scotland) Act 2019	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	31 March 2026
Assess the use of Litter Control Areas across Renfrewshire - to identify sites and land ownership.	Officers will be assessing if the use of the Litter Control Areas under the Environmental Protection Act 1990 is the best way to achieve compliance in certain areas of Renfrewshire.	31 March 2024
Implementation of the Anti-Social Behaviour Strategy	We will continue to work in partnership to ensure the safety of our neighbourhoods by making Renfrewshire an inhospitable environment for low level criminality or doorstep crime.	31 March 2025
Deliver the key outputs from the 5th year of Renfrewshire's Rapid Rehousing Transition Plan (RRTP) and ensure the supply of temporary accommodation and lets meets the national and local increase in homelessness. ( <b>Council Plan</b> )	The RRTP details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.	31 March 2024
Deliver any new duties, with partners, in relation to prevention of homelessness	We will support partners to assist those in housing need to prevent homelessness, or safely move to settled accommodation when necessary	31 March 2024

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Implement revised Housing Asset Management Strategy	The revised Housing Asset Management Strategy will update future investment need, compliance and data requirements to ensure the Council meets and maintains recent and future standards.	31 March 2024
Progress Renfrewshire's Housing-led Regeneration and Renewal programme 31 March 2031 ( <b>Council Plan</b> )	Over the next 10 years, the £100m Housing Led Regeneration and Renewal programme will deliver modern, high quality, energy efficient, affordable Council housing.	31 March 2031
Work with colleagues to advise on facilities management requirements at new developments e.g. Paisley Grammar and the handover of upgraded properties e.g. Paisley Town Hall	This will allow for clear financial planning and appropriate levels of funding. This will ensure lifecycle maintenance, appropriate public building repairs & maintenance, as well as full compliance with Planned Preventative Maintenance. In the case of Paisley Grammar, this will provide appropriate Passivhaus standards and financial provision.	31 December 2025
As part of the new Department, Officers will work together to review the delivery and turnaround of void properties across Renfrewshire to minimise times, wherever possible, to allow properties to be re-let.	Housing properties within Renfrewshire that have become void and re-let, will be turned around as quickly as possible to ensure an adequate stock of Council properties and maximise rental income.	31 March 2024
Review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools	Ensure Renfrewshire's public building estate (circa 230 buildings) is compliant with all required statutory legislation.	31 March 2024
Continue to review and deliver an electronic job management and stores system.	Ensure that the service has robust job management information and an effective stores management process	31 March 2024
Lead and drive the Strategic Property Review across Renfrewshire Council's estate.	The review will identify key parts of the estate that may not be financially viable for the Council and lead to planning with communities for the building to be used in different ways e.g. Community Asset Transfer	31 March 2024



# Delivering the Council Plan - PLACE

Performance Indicators	Frequency	2020/21 Value	Latest Update	Latest Value	2022/23 Target
(Maintenance) Carriageway Condition: % of road network considered for treatment					
(i) A Class Roads	Annual LGBF	19.4%	2021/22	17.3%	19%
(ii) B Class Roads	Annual LGBF	23.7%	2021/22	21.3%	22%
(iii) C Class Roads	Annual LGBF	33.5%	2021/22	30.5%	32%
(iv) Unclassified Roads	Annual LGBF	34.3%	2021/22	30.9%	32%
Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
(Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Annual SCOTS	28.9%	2022/23	27.4%	30%

# Delivering the Council Plan - PLACE

Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
% of Statutory road inspections categories completed on target:					
(i) Category A	Annual	100%	2022/23	83%	95%
(ii) Category B	Annual	100%	2022/23	86%	100%
(iii) Category C	Annual	100%	2022/23	100%	100%
% of pothole repairs completed within timescales	Annual	83%	2022/23	95%	90%
Private Water Supplies – 100% of type A supplies risk assessed and sampled	Annual	100%	2022/23	100%	100%
Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	10.2ug/m3	2021/22	10.2ug/m3	18ug/m3
Air Quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	<40ug/m3	2021/22	<40ug/m3	40ug/m3
Percentage of reactive repairs carried out in the last year completed right first time (Housing Services)	Annual	85%	2021/22	85%	93%
Percentage of Overall Repairs Completed Within Target (Housing Services)	Quarterly	93.6%	2021/22	93.6%	95%
Average length of time taken to complete non-emergency repairs (days) (Housing Services)	Quarterly	14 days	2021/22	14 days	15 days
% of Overall repairs completed within time by building services	Quarterly	93.6%	2022/23	Not currently available	80%
Average length of time taken to complete non-emergency repairs – public buildings	Quarterly	17.2 days	2022/23	Not currently available	15
% of compliance tasks undertaken per year – Statutory compliance for public buildings	Quarterly	72%	2021/22	Available mid-May	80%

# Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	31 March 2024
Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies ( <b>Council Plan</b> )	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	31 March 2025
Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes ( <b>Council Plan</b> )	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	31 March 2024
The Council is keen to promote a parking strategy which manages the supply and demand for parking, supports economic regeneration	Increase short stay parking provision, creating business churn and delivery of a more effective enforcement service. This will be aligned to the aspirations for meeting our ambitious climate change targets	31 March 2024
Progress next stage of Paisley Town Centre junction improvements as part of the Bus Partnership works	Public transport offering in Renfrewshire will be improved	31 March 2024
Complete the review of animal licence conditions across all licences	To modernise and ensure relevant to new licensing requirements	31 March 2024
Deliver The Business Regulation Service Plan	The Business Regulation Service Plan details the work to be undertaken by the service, setting out objectives, the resources required and approach to quality assurance in the format and detail required by Food Standards Scotland.	31 March 2024

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	31 March 2024
Liaise with Gypsy/ Travellers who are staying in Transit Sites	We will offer advice and assistance with meeting health, education and other needs	31 March 2024
Reducing inequalities by ensuring proactive regulatory activities are targeted where they can support the wellbeing or financial security of citizens	We will ensure our pro-active regulatory activities are targeted where they can make the most improvement to children and families, for instance ensuring the safety of low-cost items, conducting pricing and metrology checks and food sampling. Partnership activities will raise awareness of rights, or emerging issues.	31 March 2024
Work with partners on national Serious Organised Crime and CONTEST (Prevent) agendas	This will ensure a joined up, co-ordinated approach to dealing with serious organised crime and threats of terrorism.	31 March 2024
Deliver the Action Plan outcomes outlined in the Tenant Participation Strategy 2022-2027	The new Tenant Participation Strategy takes account of the changing context we are working in and the opportunities that we now must modernise and enhance our approach to customer engagement, and which aligns with our Council Digital Strategy.	31 March 2027
Ensure effective participation and support for all refugee programmes.	Provide support and assistance across all relevant refugee resettlement programmes.	31 March 2024
Fully implement the improvements to our Sheltered Housing and Health & Well Being Service	As well as rolling this out to older tenants living in amenity housing. We will also offer access to health and wellbeing initiatives to homeless applicants and housing support service users.	31 March 2024

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Ensure proposed Protect Duty is delivered across the Council	The proposed legislation will ensure parties are prepared, ready to respond and know what to do in the event of an attack. Legislation for the proposed duty will be brought forward as soon as parliamentary time allows and it will extend to and apply across the whole of the UK.	After UK legislation has been enacted
Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply	Children will be provided with hot, healthy, nutritional meals and return to school ready to learn	31 March 2024
Work in partnership with Community Learning and Development Team as an integral part of the holiday programme through the provision and delivery of healthy meals	Children will be provided with healthy meals during school holiday periods helping to tackle food poverty and support families in Renfrewshire	31 March 2024
Work with the Scottish Government to continue to deliver the further expansion of free school meals to all P6/P7 pupils and to deliver a free breakfast service for all primary school pupils.	All primary school and ASN pupils will benefit from a healthy breakfast and lunch meal every day which will impact positively on families' finances and wellbeing.	31 March 2024
Deliver the capital investment of £867k across 3 primary schools in Renfrewshire to allow fully equipped cooking kitchens to be put in place.	This will ensure that freshly cooked food is made within these 3 kitchens, increasing the uptake by pupils and allowing closer export of food to nearby schools as required.	31 March 2024

# Delivering the Council Plan - FAIR

Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	22.5	2022/23	21.74	24
% uptake of free school meals in primary schools	Quarterly	49.3%	2022/23	53.4%	55%
% uptake of free school meals in secondary schools	Quarterly	32.3%	2022/23	39.1%	42%



# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Commence costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders ( <b>Council Plan</b> )	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2026
Deliver a programme of enhanced operational environmental and community support activities for environment and place ( <b>Council Plan</b> )	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2024
Prepare site at Linwood for improved bin store facility and consideration of the infrastructure required to fulfil the Deposit Return Scheme and future requirements for segregation of waste.	Improved security and stock control of bin stores. Establishment of a facility to provide sorting of waste in line with the requirements of the Deposit Return Scheme, reducing single use plastic and encouraging a circular economy.	31 March 2024
Review and consider the implications of the Circular Economy Bill and associated route map when published (likely summer 2023)	The quality and quantity of recyclate will be improved and levels of residual waste reduced. The service will be responsive to future legislative changes.	31 March 2024
Continue site management following statutory monitoring period of the leachate treatment at Linwood Moss.	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	31 March 2024
Development of Low Emissions / Electrification Strategy ( <b>Council Plan</b> )	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	31 March 2024
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2024

# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Deliver the Local Heat and Energy Efficiency Strategy (LHEES) for Renfrewshire.	This strategy and action plan will allow Renfrewshire Council and partners to underpin an area-based approach to heat and energy efficiency planning and delivery	31 December 2023
Supporting the local economy towards Net Zero; ensuring proper and informed consumer choice, both through effective advice and regulation.	We will ensure a fair marketplace by both supporting new businesses in the green sector and investigating claims around energy efficiency and greenwashing. Citizens will be empowered to make green choices, and to spot potential misleading claims in the emerging sector.	31 March 2024
<p>Deliver the Energy Efficiency Standard for Social Housing post-2020 (EESH2) milestones</p> <p><i>(The Scottish Government is reviewing EESH2 to strengthen and realign the standard with the target for net zero heat in houses from 2040, as set out in the <a href="#">Climate Change Update</a>, the <a href="#">Heat in Buildings Strategy</a>, and the <a href="#">Housing to 2040 Route Map</a>- whilst the review is underway, The Scottish Housing Regulator will continue to gather data on EESH1 compliance) (Council Plan)</i></p>	EESH2 aims to improve the energy efficiency of social housing in Scotland. This will help reduce fuel poverty and ensure warm, high quality, affordable, low carbon homes and a housing sector that helps to establish a successful low carbon economy across Scotland.	On hold whilst review is underway



# Delivering the Council Plan - GREEN

Performance Indicators	Frequency	2020/21 Value	Last Update	Latest Value	2022/23 Target
Street Cleanliness Score - % of areas assessed as clean	Annual LGBF	93.6%	2021/22	89.6%	92%
Performance Indicators	Frequency	2021	Last Update	Latest Value	2023 Target
% of Household Waste Recycled	Quarterly	51.7%	2022	53.7%	55%
% of Household waste collected which is landfilled	Annual	8.2%	2022	2.3%	2%
Performance Indicators	Frequency	2021/22 Value	Last Update	Latest Value	2023/24 Target
Amount of CO <sub>2</sub> emitted by the public vehicle fleet	Quarterly	3223	2022/23	3267	3000
% of the vehicle fleet which uses alternative fuels, such as electricity	Quarterly	25%	2022/23	25%	25%
% of bins uplifted first time	Quarterly	99.8%	2022/23	99.8%	99.9%
Reduce the amount of CO <sub>2</sub> emitted from public space lighting	Annual	1,246	2022/23	1138	1100
Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual	57%	2022/23	68.3%	100%
Percentage of homes meeting the EESSH 2020 standard	Annual	78.4%	2022/23	85.1%	95%

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Provide our employees with the appropriate support to manage their attendance, health and wellbeing	Sickness absence levels and costs will be minimised	31 March 2024
Implement the next phase of transformation as part of Right for Renfrewshire ( <b>Council Plan</b> )	The service will play its role in delivering cross cutting change	31 March 2024
Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	31 March 2024
Engage and participate in trauma informed and responsive Renfrewshire programme.	We understand what trauma is, and how it affects people, so we will now work differently: Learning and working together to co-create fair and helpful collaborations to support healing and recovery with people affected by trauma. Progress towards and achievement of improvement outcomes for people, systems and services as detailed of five strategic themes and outcomes in trauma-informed and responsive Renfrewshire programme	31 March 2024

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Embed new approaches to staff communication and engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service	31 March 2024
Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	31 March 2024
Embed the enquiry systems for public and elected members across Environment, Housing & Infrastructure services	Services will be able to identify emerging issues and provide an efficient and timeous enquiry system	31 March 2024
Review Health & Safety and Risk Assessments	Health and Safety and Risk Assessment are managed more effectively	31 March 2024
Ensure robust financial monitoring	Services will be able to monitor and plan their resources more efficiently	31 March 2024
Conduct a strategic fleet review of all Council vehicles to assess vehicle specifications considering fit for purpose and net zero targets -	The number of vehicles in the Council's fleet will be reduced and its effectiveness maximised	31 March 2024
Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, health & safety, staff and customer service accreditations maintained	31 March 2024
Support the Council in developing New Ways of Working <b>(Council Plan)</b>	This will improve the accessibility and equipment in our workspaces and meeting rooms, as well as improvements in technology to improve collaborative working	31 March 2024
Develop and undertake a Strategic Property Review of Council operational, non-operational and surplus assets <b>(Council Plan)</b>	This will ensure our properties are demand led, efficient and financially sustainable	31 March 2024

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarterly	This is a new indicator for 2023/24 covering the new service			
% of members enquiries completed within timescale	Quarterly	N/A	2022/23	92.6%	90%
% of front line resolutions dealt with within timescale	Quarterly	N/A	2022/23	82.5%	85%
% of complaint investigations completed within timescale	Quarterly	N/A	2022/23	91.6%	85%
% of FOI requests completed within timescale	Quarterly	N/A	2022/23	97.7%	100%
Training – Percentage of staff training undertaken in relation to qualifications (Public Protection)	Quarterly	100%	2022/23	100%	100%
Complete Inspection process for all headstones and burial grounds	Annual	38%	2022/23	85%	100%
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	8%	2022/23	9.28%	7.5%
Rent collected as percentage of total rent due in the reporting year.	Quarterly	98.2%	2022/23	100%	98%
Average length of time taken to re-let properties in the last year (in days)	Quarterly	66	2022/23	60.59%	53
Percentage of rent loss due to voids	Quarterly	2%	2022/23	1.86%	1.8%

# Delivering the Council Plan – Cross cutting theme

## IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

‘Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire’s **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire’s children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.’

What will we do?	What difference will we make?	When will we do it by?
EH&I will work towards keeping The Promise	By creating a team of Promise keepers we will ensure that care experienced children and young people grow up loved, safe and respected	31 March 2024
Develop a Play Parks Strategy	Improving access and facilities to play parks for children, families and communities	31 March 2024
Deliver a programme of engagement with schools, parents, and pupils, encouraging participation in the development of school meal menus	School meal uptake will increase, resulting in more children and young people taking healthy meals.	31 March 2024

# Environment, Housing & Infrastructure Services

Service Improvement Plan 2023 – 26



Renfrewshire  
Council



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

**On: 8 June 2023**

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

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**Heading: Non-domestic rates/ council tax on second and empty homes:  
Consultation**

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## **1. Summary**

- 1.1 The Scottish Government and COSLA (on behalf of Local Government) are seeking responses to a consultation on council tax on second and empty homes. It seeks to explore the role of more inclusive and fiscally sustainable local taxation, in the form of council tax and non-domestic rates, as part of the commitment that 'everyone should have a safe, high-quality home that is affordable and meets their needs in the place' (Scottish Government's Housing to 2040 strategy).
- 1.2 The consultation document, link below, recognises that second homes and short-term lettings bring benefits to those who own them and the tourism businesses and local economy that they support. However also that the reasons that homes may be left empty for long periods can be complex.  
  
<https://www.gov.scot/publications/consultation-council-tax-second-empty-homes-thresholds-non-domestic-rates/>
- 1.3 It is also recognised that different kinds of ownership patterns impact on the availability of homes to meet local needs and on community sustainability, and it is stated that a fair balance should be pursued.
- 1.4 The Council supports the consultation principles and plans to submit a full response (attached as appendix 1) This response fully supports the premise of allowing more local flexibility to Councils in the setting of council tax and non-domestic rates for empty, second homes and holiday rental accommodation.

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## **2. Recommendations**

### **2.1 It is recommended that the Board:**

- Agree the consultation response and agree the Director of Finance & Resources will submit the response to the Scottish Government in line with the consultation timescales.

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## **3. Consultation Aims and Objective**

- 3.1 Important aspects of the Scottish Government's strategy around housing are the focus on ensuring local areas can make the best use of their existing housing stock, committed to providing councils with tools and powers to support them to do so. This includes managing the number of long-term empty homes, short-term lets and second homes.
- 3.2 This consultation specifically seeks views on how local taxation can help achieve this with additional discretionary powers. Nationally the aim is to encourage more residential accommodation to be used as homes for living with local areas deciding how to achieve the right balance in the use of housing to meet local needs and to support thriving communities.

## **4. Current Position**

Second homes and empty homes (unoccupied dwellings) are currently defined in the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013.

### **4.1 Council Tax – Empty Homes (Unoccupied dwellings)**

- 4.1.1 An "unoccupied dwelling" is a dwelling, which is no one's sole or main residence but which is not used as a second home.
- 4.1.2 The current 2013 Regulations allow Councils the discretionary power to remove the empty property discount or set a council tax increase of a maximum 100% on certain properties which have been empty for 1 year or more.
- 4.1.3 On 3 March 2016 the Council approved that, the council tax discount regime for empty and unfurnished properties be changed under discretionary powers providing the mandatory 100% exemption period of 6 months, a 10% discount for the next 6 months, moving to a 100% levy applying after 1 year unless the property is being actively marketed for sale or rent, in which circumstances the 10% discount will apply for a further period of up 12 months after which the 100% levy would apply.



- 4.1.4 The Council has applied the levy to approximately 310 unoccupied properties.
- 4.1.5 The consultation seeks views on whether Councils should have the discretion to charge more than 100% premium on council tax for second homes and long-term empty homes.
- 4.1.6 Views are also sought about the current definitions of second and empty homes, the factors councils should consider when deciding whether to apply council tax premiums and what types of accommodation/ circumstances should be exempt.
- 4.1.7 The Council's responses are supportive of granting this greater flexibility which could be used locally to support its strategic objectives.

## **4.2 Council Tax – Second Homes**

- 4.2.1 A "second home" is a dwelling which is no one's sole or main residence but which is furnished and lived in for at least 25 days during the chargeable 12-month period.
- 4.2.2 The regulations described in 3.1.3 above do not apply to 'second homes', which are currently entitled to a discount which authorities may set between 10% and 50% or they may apply no discount. From April 2014 this was set at 10% for Renfrewshire.
- 4.2.3 Renfrewshire currently has 150 properties classified as second homes
- 4.2.4 The consultation seeks views on whether Councils should have the discretionary power to charge up to 100% premium (double the full rate) on council tax for second homes as well as the factors which should be considered when setting such rates.
- 4.2.5 The Council's response agrees with the range of consideration factors for councils suggested by the consultation paper. We are also supportive of granting this greater flexibility which could be used locally to maximise local taxation revenue as well as supporting needs, where appropriate for making more affordable housing available.

## **4.3 Non-Domestic Rates – Self- Catering accommodation**

- 4.3.1 Self-catering accommodation will be liable for non-domestic rates if the premises is:
- a) not the sole or main residence of any person; and
  - b) being made available for letting on a commercial basis and with a view to the making of profit, for 140 days or more in the financial year, and in practice been let in the financial year for a total of 70 days.

If the self-catering accommodation does not meet the above criteria and thresholds, it is liable for council tax instead.

B&Bs and guest houses may be liable for non-domestic rates if their operation has capacity to cater for more than 6 people at any one time, regardless of how many days the premises or rooms are available or actually let.

4.3.2 The consultation seeks views on whether the current non-domestic rates thresholds for self-catering accommodation should change, and/or if councils should have discretion to set them.

4.3.3 The Council's response supports the view that thresholds should change to minimise the risk of property statuses being changed with the purpose of avoiding council tax. It also supports local flexibility, where practical in setting the thresholds.

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## Implications of the Report

1. **Financial** - None – consultation response only no policy changes.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** – **None** consultation response only no policy changes.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** - The recommendations contained within this report in relation to performance updates has been considered in relation to its impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for consideration of performance only.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.

12. **Cosla Policy Position** – None.

13. **Climate Risk** – None.

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**List of Background Papers**

None.

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**Author:** Emma Shields, Strategic Service Delivery Manager

## Respondent Information Form

**Please Note** this form **must** be completed and returned with your response.

To find out how we handle your personal data, please see our privacy policy:  
<https://www.gov.scot/privacy/>

Are you responding as an individual or an organisation?

- ☐ Individual  
☒ Organisation

Full name or organisation's name

Renfrewshire Council

Phone number

Address

Postcode

Email Address

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- ☐ Publish response with name  
☐ Publish response only (without name)  
☐ Do not publish response

### Information for organisations:

The option 'Publish response only (without name)' is available for individual respondents only. If this option is selected, the organisation name will still be published.

If you choose the option 'Do not publish response', your organisation name may still be listed as having responded to the consultation in, for example, the analysis report.

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- ☐ Yes  
☐ No

## Questionnaire

### Question 1

Do you think the current definition of a second home should continue to apply?:

More information:

For council tax purposes, the current definition of a second home is, 'a dwelling which is no one's sole or main residence and that is lived in for at least 25 days during the 12 month period of the council tax charge'.

Answer:

- ☒ Yes
- ☐ No
- ☐ Don't know

Please give reasons for your answer.

Yes, it is still appropriate to have the category of a second home and the occupancy duration seems reasonable.

### Question 2

Do you think the discount eligibility for job related dwellings and purpose built holiday accommodation is appropriate?:

More information:

Eligible job related dwellings and purpose built holiday accommodation are entitled to a council tax discount of 50%.

Purpose built holiday accommodation is defined as a dwelling that is used for holiday purposes and has a licence or planning permission limiting its use for human habitation throughout the whole year. An example might be chalets or other types of holiday accommodation that are either unsuitable to be occupied all year round (their construction may mean they are only suitable to be lived in during the warmer months) or are not allowed to be lived in all year due to planning, licensing or other restrictions.

Job-related dwellings are defined as homes owned by someone who has to live elsewhere for most or all of the time as part of their job, or the home the person occupies to undertake their job if the person has another home that is their main residence.

Answer:

- ☒ Yes
- ☐ No
- ☐ Don't know

Please give reasons for your answer.

Yes, reasonable to have both categories with a discount, due to the limitation of use in the case of purpose-built accommodation and the essential nature of requiring to live at a specific location for job purposes.

### Question 3

Do you think councils should be able to charge a council tax premium on top of regular council tax rates for second homes?

More information:

A premium is charging more than the full rate of council tax.

Answer:

- ☒ Yes  
☐ No  
☐ Don't know

Please give reasons for your answer.

Yes, this would be income generating, a higher level of permanent residents will bring a wide range of benefits to the local community. Locally set policies could encourage owners, where it is possible, to bring homes predominantly empty into use as potentially affordable homes.

### Question 4

If you have answered yes to question 3, what do you think the maximum premium councils could charge should be?

More information:

50% premium is the same as one and a half times the normal rate of council tax.  
100% premium is double the normal rate of council tax  
150% premium is two and a half times the normal rate of council tax  
200% premium is three times the normal rate of council tax  
250% premium is three and a half times the normal rate of council tax  
300% premium is four times the normal rate of council tax

Answer:

- ☐ 50%  
☐ 100%

- ☐ 150%
- ☐ 200%
- ☐ 250%
- ☐ 300%
- ☒ Other (specify)

Premium rate should be determined by individual local authorities based on market conditions and economic tolerance.

Please give reasons for your answer.

See above

### Question 5

What factors should be taken into account by councils when deciding whether to introduce a premium on council tax for second homes?

#### More information:

A non-exhaustive list of potential factors is set out below:

- numbers and percentages of second homes in the local area
- distribution of second homes and other housing throughout the council area and an assessment of their impact on residential accommodation values in particular areas
- potential impact on local economies and the tourism industry
- patterns of demand for, and availability of, affordable homes
- potential impact on local public services and the local community
- other existing measures or policies that are aimed at increasing housing supply and the availability of affordable housing

Councils may also decide not to use the powers or to disapply a premium for a specific period of time.

A non-exhaustive list of examples of where a council might consider doing this include:

- where there are reasons why the home could not be lived in as a permanent residence
- where there are reasons why a home could not be sold or let
- where the owner's use of their accommodation is restricted by circumstances not covered by an exception from the premium

- where charging a premium might cause hardship

**Answer:**

Please list the factors and provide reasons for your answer:

All of the above would apply, one potential further reason could be wider economic conditions.

**Question 6**

If you do, or were to, own a second home please tell us what you would do if the applicable rate of council tax were to increase, and the 'thresholds' to be classed as self-catering holiday accommodation for non-domestic rates purposes stayed the same?

**More information:**

The current threshold for defining premises as self-catering holiday accommodation liable for non-domestic rates is it must be available to let for 140 days or more and actually let for 70 days or more in the same financial year.

A private residential tenancy is when a registered landlord lets accommodation to an individual/s and it will be their sole or main residence. All tenancies created on or after 1 December 2017 are open-ended, which means a landlord will no longer be able to ask a tenant to leave simply because the fixed term has ended.

**Answer:**

- ☐ The home is (or would be) already used as self-catering accommodation and liable for non-domestic rates
- ☐ The home is (or would be) already used as a private residential tenancy and the tenant is liable for council tax
- ☐ I would continue to use it purely for personal use and pay the higher rate of council tax
- ☐ I would continue with split use between self-catering accommodation (below the non-domestic rates threshold) and personal use, and pay council tax
- ☐ My second home already has/would have split use between self-catering accommodation (below the non-domestic rates threshold) and personal use. Rather than pay the higher rate of council tax, I would increase the number of days the accommodation is available to let and actually let in order to meet the non-domestic rates thresholds
- ☐ My second home is purely for personal use. However, in order to stop paying council tax, I would make it available as self-catering accommodation for 140 days or more and actually let it for 70 days or more in order to be liable for non-domestic rates
- ☐ I use my second home purely for personal use but I would change its use to a private residential tenancy



- ☐ I use my second home as self-catering accommodation (below the non-domestic rates threshold) but I would change its use to a private residential tenancy
- ☐ I will seek reclassification as an empty home and pay council tax
- ☐ I will sell the second home

### Question 7

Do you think councils should be able to charge a higher premium than the current 100% (double the full rate) of council tax on homes empty for longer than 12 months?

#### More information:

Councils currently have the discretion to charge up to 100% premium on council tax on homes empty for longer than 12 months.

#### Answer:

- ☒ Yes
- ☐ No
- ☐ Don't know

Please give reasons for your answer.

Yes the premium should be determined locally by individual local authorities based on market conditions and economic tolerance.

### Question 8

If you have answered yes to question 7, what do you think the maximum premium councils could charge should be?

#### More information:

This question is asking what the maximum premium should be for homes that have been empty for longer than 12 months.

The current maximum is 100% premium, which is double the normal rate of council tax.

#### Answer:

- ☐ 150%
- ☐ 200%
- ☐ 250%
- ☐ 300%

No limit

☒ Other (specify)

Please give reasons for your answer.

See reasons above

### Question 9

Do you think there should be a stepped approach to charging higher rates of council tax on long-term empty homes?

#### More information:

By 'stepped approach' we mean only giving councils powers to charge higher rates of council tax the longer the home is empty. For example, 100% premium at 12 months, 200% premium at 2 years, 300% premium at 5 years.

100% premium is the same as double the normal amount of council tax.

200% premium is the same as three times the normal amount of council tax

300% premium is the same as four times the normal amount of council tax.

#### Answer:

☒ Yes

☐ No

☐ Don't know

Please give reasons for your answer.

Yes this a flexibility available to individual local authorities to avoid a cliff edge effect impact on individuals.

### Question 10

Are there any exceptions that are not already taken into account, that should be, when charging a premium of council tax on homes empty for longer than 12 months?

More information:

### Current discretionary powers for councils to change council tax liability for empty homes

Status of empty home	Up to 6 months	6-12 months	12 months +	2 years +
No work underway and not for sale or let	Owner may apply for an unoccupied and unfurnished exemption	Discount can be varied between 50 and 10%	Discount can be varied between 50 and 10% or discount can be removed or premium of up to 100% can be applied	Discount can be varied between 50 and 10% or discount can be removed or premium of up to 100% can be applied
If undergoing repair work to make them habitable	50% discount cannot be changed	Owner may apply for a major repairs or structural alterations exemption.  Discount can be varied between 50 and 10%.	Discount can be varied between 50 and 10% or discount can be removed or premium of up to 100% can be applied.	Discount can be varied between 50 and 10% or discount can be removed or premium of up to 100% can be applied.
If being actively marketed for sale or let	50% discount cannot be changed	50% discount cannot be changed	50% discount cannot be changed	a premium of up to 100% can be charged

The current list of exemptions to council tax are:

Exemption	Period of Exemption
Dwellings last occupied by charitable bodies	Up to 6 months
Dwellings last occupied by persons living or detained elsewhere	Unlimited
Deceased owners	Unlimited up to grant of confirmation  6 months after grant of confirmation

Dwellings empty under statute	Unlimited
Dwellings awaiting demolition	Unlimited
Dwellings for occupation by ministers	Unlimited
Dwellings occupied by students, etc.	Unlimited
Repossessioned dwellings	Unlimited
Agricultural dwellings	Unlimited
Dwellings for old or disabled persons	Unlimited
Halls of residence	Unlimited
Barracks, etc.	Unlimited
Dwellings occupied by young people	Unlimited
Difficult to let dwellings	Unlimited
Garages and storage premises	Unlimited
Dwellings of persons made bankrupt	Unlimited
Visiting forces	Unlimited
Dwellings occupied by severely mentally impaired persons	Unlimited
Prisons	Unlimited
Prescribed housing support services accommodation	Unlimited

**Answer:**

Please tell us about exemptions that you feel should apply and give reasons for your answer. Do not include exemptions that are already provided for.

No additional suggestions.

**Question 11**

What factors should be taken into account by councils when deciding whether to introduce a premium on council tax for homes empty for longer than 12 months?

**More information:**

A non-exhaustive list of potential factors might be:

- numbers, percentages and distribution of long-term empty homes throughout a local area

- potential impact on local economies and the community
- patterns of demand for, and availability of, affordable homes
- potential impact on local public services
- impact on neighbours and local residents

Councils may also decide not to use the powers or to disapply a premium for a specific period of time. A non-exhaustive list of examples of where a council might do this include:

- where there are reasons why a home could not be sold or let
- where an offer has been accepted on a home but the sale has not yet been completed and the exception period has run out
- if the home has been empty for longer than 12 months but has been recently purchased by a new owner that is actively taking steps to bring the home back into use
- if an owner has submitted a timely planning application or is undergoing a planning appeal that is under consideration by the council or Scottish Government. This means they cannot undertake work to bring the home back into use until that process is concluded
- where charging a premium might cause hardship or act as a disincentive to bringing the home back into use e.g. where extensive repairs are actively being carried out

#### Answer:

Please list factors and give reasons for your answer.

No additional suggestions

### **Question 12**

If you do, or were to, own a home that has been empty for longer than 12 months, please tell us what you would do if your council decided to increase the maximum council tax charge above 100% premium?

#### More information:

Council tax premium:

- 100% premium is the same as double the normal rate of council tax. This is the current maximum councils can decide to charge. This question asks what you would do if councils are given powers to charge more than this e.g. up to 300% premium/ four times the normal rate and the council where your empty home is located decided to apply an increase.
- You may find it helpful to view what we mean by some of the options given e.g. short-term lets and private residential tenancies.

Short-term lets:

- In this consultation, short-term lets is a term used to refer to the whole or part of accommodation provided to one or more guests on a commercial basis that does not become the main residence of the guest/s. Self-catering accommodation is a type of

short-term let and may be liable for council tax or non-domestic rates depending on the number of days they are available to let and actually let in the financial year.

- Self-catering accommodation must be available for let for 140 days or more and actually let for 70 days or more in the financial year, to be exempt from council tax and liable for non-domestic rates

Private residential tenancies:

- A [private residential tenancy](#) is when a registered landlord lets accommodation to an individual/s and it will be their sole or main residence. All tenancies created on or after 1 December 2017 are open-ended, which means a landlord will no longer be able to ask a tenant to leave simply because the fixed term has ended.

Answer:

- ☐ Leave the home empty and pay the higher council tax
- ☐ Sell the empty home
- ☐ Use the home as a private residential tenancy
- ☐ Use the home as a short-Term Let
- ☐ Other (specify)

N/A

Please give reasons for your answer.

N/A

### Question 13

Do you think that the letting thresholds for self-catering accommodation for non-domestic rates should be changed?

More information:

The owners, tenants or occupiers of self-catering accommodation (who may be businesses, the public or the third sectors) may be liable for either council tax or non-domestic rates. This includes owners of second homes who use them for self-catering accommodation.

The current threshold for defining premises as self-catering holiday accommodation liable for non-domestic rates is it must be available to let for 140 days or more and actually let for 70 days or more in the same financial year.

Answer:

- ☒ Yes
- ☐ No

☐ Don't know

Please give reasons for your answer.

Yes this should be increased to actually let for at least 120 days, which would equate to 1/3 of the year, case can then be made that the property is contributing to the local economy. It would lessen the risk of owners reclassifying property to avoid Council Tax.

#### Question 14

If you have answered yes to question 13, what do you think the threshold for the number of days self-catering accommodation must actually be let for should be?

More information:

The current threshold is self-catering accommodation must actually be let for 70 days in the financial year.

Answer:

- ☐ 50 days
- ☐ 100 days
- ☐ 140 days
- ☐ 180 days
- ☒ Other (specify)

120

Please give reasons for your answer.

See above

#### Question 15

If you have answered yes to question 13, what do you think the threshold for the number of days self-catering accommodation must be available to let should be?

More information:

The current threshold is self-catering accommodation must available to let for 140 days in the financial year.

Answer:

- ☐ 120 days
- ☐ 160 days
- ☐ 200 days
- ☒ 250 days
- ☐ Other (specify)

250 days

Please give reasons for your answer.

This would equate for the period March to October, which seems reasonable if an owner is designating a property as a holiday let it should be available as such for most of the year.

### Question 16

Do you think councils should have discretion to change the self-catering accommodation 'days actually let' threshold, for their local area?

Answer:

- ☒ Yes
- ☐ No
- ☐ Don't know

Please give reasons for your answer.

Potentially yes due to the wide-ranging holiday seasons across the country, where rural areas occupancy would be heavily weighted to summer months. However this would have implications for the role the assessor and this would need to be fully considered in terms of practicality

### Question 17

If you answered yes to question 16 do you think that councils should have discretion to:

Answer:

- ☐ Increase the number of days actually let only
- ☐ Decrease the number of days actually let only



☒ Increase or decrease the number of days actually let

Please specify if you think councils should have discretion to do something else

Please give reasons for your answer

Varying needs/scenarios of different Local Authority areas.

### Question 18

Do you have any other comments on the non-domestic rates system in respect of self-catering accommodation?

Answer:

Please provide your views

N/A

### Question 19

If you do, or were to, own a second home please tell us what you would do in the event that the applicable rate of council tax and non-domestic rate thresholds both increased?

More information:

The current threshold for defining premises as self-catering holiday accommodation liable for [non-domestic rates](#) is it must be available to let for 140 days or more and actually let for 70 days or more in the same financial year.

A [private residential tenancy](#) is when a registered landlord lets accommodation to an individual/s and it will be their sole or main residence. All tenancies created on or after 1 December 2017 are open-ended, which means a landlord will no longer be able to ask a tenant to leave simply because the fixed term has ended.

Answer:

- ☐ The home is already used as a private residential tenancy
- ☐ I would continue to use it purely for personal use and pay the higher rate of council tax
- ☐ I would continue with split use between self-catering accommodation (below the thresholds to be liable for non-domestic rates) and personal use, and pay council tax
- ☐ My second home already has/would have split use between self-catering accommodation (below the non-domestic rates threshold) and personal use. Rather than pay the higher rate of council tax, I would increase the number of days the accommodation is available to let and actually let in order to meet the non-domestic rates thresholds
- ☐ My second home already has/would have split use between self-catering accommodation (above the non-domestic rates threshold) and personal use. Rather than revert to paying council tax, I would increase the number of days the accommodation is available to let and actually let in order to meet the higher non-domestic rates thresholds
- ☐ My second home is purely for personal use. However, in order to stop paying council tax, I would make it available as self-catering accommodation and let it for the number of days I needed to in order to be liable for non-domestic rates
- ☐ I use my second home purely for personal use but I would change its use to a private residential tenancy
- ☐ I use my second home as self-catering accommodation (below the non-domestic rates threshold) but I would change its use to a private residential tenancy
- ☐ I would seek reclassification as an empty home and pay council tax
- ☐ I would sell the second home
- ☐ Other (specify)

Please give reasons for your answer.

## Question 20

If you do, or were to, own a second home please tell us what you would do in the event that:

- a) council tax powers remained as they are for second homes (i.e. no provision for councils to charge a premium), but
- b) the 'thresholds' to be classed as self-catering holiday accommodation for Non-domestic rates purposes increased?

### More information:

The current threshold for defining premises as self-catering holiday accommodation liable for [non-domestic rates](#) is it must be available to let for 140 days or more and actually let for 70 days or more in the same financial year.

A [private residential tenancy](#) is when a registered landlord lets accommodation to an individual/s and it will be their sole or main residence. All tenancies created on or after 1 December 2017 are open-ended, which means a landlord will no longer be able to ask a tenant to leave simply because the fixed term has ended.

### Answer:

- ☐ The home is already used as a private residential tenancy
- ☐ I would continue to use it purely for personal use and pay council tax
- ☐ I would continue with split use between self-catering accommodation (below the thresholds to be liable for non-domestic rates) and personal use, and pay council tax
- ☐ My second home already has/would have split use between self-catering accommodation (above the non-domestic rates threshold) and personal use. I would increase the number of days the accommodation is available to let and actually let in order to meet the higher non-domestic rates thresholds
- ☐ I use my second home as self-catering accommodation (above the current non-domestic rates threshold). If I was not able to meet the new thresholds, I would change its use to a private residential tenancy
- ☐ I would seek reclassification as an empty home and pay council tax
- ☐ I would sell the second home
- ☐ Other (specify)

Please give reasons for your answer:

### Question 21

Please tell us how you think changes to council tax and/or non-domestic rates thresholds for self-catering accommodation might affect businesses in your area.

Answer:

Please provide your views

Due the volume of these type of properties this is likely to have a negligible impact overall.

### Question 22

Please tell us how you think changes to the maximum council tax rate for second and/or empty homes and non-domestic rates thresholds might affect your local area or Scotland as a whole (social, economic, environment, community, cultural, enterprise).

More information:

We have prepared a partial Business Regulatory Impact Assessment and undertaken screenings to initially consider other impacts. We would welcome your views and comments to help us expand on these assessments.

Answer:

Please provide your views

Potential changes locally will be negligible, Scotland wide impacts from a social point of view could be very positive if the intention to bring affordable homes into use and eliminate empty properties is achieved. Local authorities would need to consider all impacts including unintentional consequences before setting higher rates.

### Question 23

Please tell us how you think the changes identified might affect island communities.

More information:

We have prepared a partial Island Communities Impact Assessment and undertaken screenings to initially consider other impacts. We would welcome your views and comments to help us expand on these assessments.

Answer:

Please provide your views

N/A

### Question 24

Do you think there are any equality, human rights, or wellbeing impacts in relation to the changes set out in the consultation?

Answer:

- ☒ Yes  
☐ No  
☐ Don't know

Please give reasons for your answer.

These would be more obviously identifiable at a local level and would need to form part of any local authority's considerations when decided to change rates.

### Question 25

Is there anything else you would like to tell us in relation to this consultation?

Answer:

Please provide any further comments on the proposals set out in this consultation

in the box below.

N/A

### About you

Please tell us which of the following categories best describe you (select all that apply):

- Owner of a Second Home
- Owner of a Long-term Empty Home
- Short-Term Let/Self-Catering accommodation operator
- Council or Assessor
- Organisation e.g. third sector or industry body
- Member of the Public
- Other, please specify

Council

Please tick whichever council areas apply to you (or select all of Scotland)?:

- Aberdeen City
- Aberdeenshire Council
- All of Scotland
- Angus Council
- Argyll and Bute Council
- City of Edinburgh Council
- Clackmannanshire Council
- Dumfries and Galloway
- Dundee City Council
- East Ayrshire Council
- East Dunbartonshire Council
- East Lothian Council
- East Renfrewshire Council

- Falkirk Council
- Fife Council
- Glasgow City Council
- Highland Council
- Inverclyde Council
- Midlothian Council
- Moray Council
- Na h-Eileanan Siar Council
- North Ayrshire Council
- North Lanarkshire Council
- Orkney Council
- Perth and Kinross Council
- Renfrewshire Council
- Scottish Borders Council
- Shetland Council
- South Ayrshire Council
- South Lanarkshire Council
- Stirling Council
- West Dunbartonshire Council
- West Lothian Council

Renfrewshire Council.







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

**On:** 8 June 2023

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

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**Heading:** 'People Strategy 2021-26' - Revised HR&OD Policies

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## **1. Summary**

- 1.1 As part of our People Strategy 'Our People Our Future 2021-2026' approved by Members in March 2021, key work continues to be progressed by officers in relation to our HR&OD Policy Review Plan. The review plan helps to improve the workplace culture and staff experience by creating the right conditions for change, to deliver future modernised and sustainable services.
- 1.2 New and revised HR & OD policies will create the right supportive foundations to ensure they adequately empower and support the level of organisational and cultural change required. This policy review has incorporated our values and a has clear focus on flexibility, health and wellbeing, equality, diversity, and inclusiveness.
- 1.3 The purpose of this report is therefore to seek approval from members to implement the two policies attached in Appendices 1 & 2. These include:
  - Revised Flexible Working Policy (**Appendix 1**)
  - Revised Flexible Retirement Policy (**Appendix 2**)
- 1.4 Consultation has taken place with the Trade Unions and Services and feedback has informed the development of these policies. These policies have been modernised and are updated in line with best practice, our values and employment legislation.

- 1.5 Following approval from Members, some additional guidance will be developed to support the implementation of these policies. In addition, some changes will be required to the ERP system as will updated training for managers. These developments are being designed now. These policies will be fully implemented the next few months. These will also be communicated to all managers and employees within the Council via the normal channels.
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## **2. Recommendations**

- 2.1 It is recommended that members:

- Approve the new and revised HR&OD Policies at appendices 1 & 2.
- 

## **3. Background**

- 3.1 The Council strives to create a healthy and inclusive working environment which supports all employees to better balance their work and home commitments. Employee health, development and wellbeing remains our top priority.
- 3.2 The Council recognises that employees today have an increased need for a better work experience and a desire for more flexibility and self-control around work life balance, particularly when it comes to sharing parenting and family responsibilities. Accommodating changes to working arrangements and supporting personal commitments will help us to continue attracting and retaining key talent whilst continuing to provide a modern and efficient service to the residents of Renfrewshire.
- 3.3 Through the implementation of these policies, the Council will promote and encourage employees to fully utilise all the supportive provisions available.

## **4 Revised HR&OD Policies**

- 4.1 **Revised Flexible Working Policy** - Our Council of the future requires a highly skilled, flexible, adaptive, and motivated workforce committed to driving continuous improvement to achieve the Council's vision and values and meet the needs of Renfrewshire's communities. The revised Flexible Working Policy, attached at **Appendix 1** provides the Council's statement of intent for encouraging the positive benefits that flexible working can bring to create an environment where our people enjoy their experience at work and deliver the best service possible to our communities. Providing greater flexibility can lead to improved retention and enhance our recruitment processes by attracting a more diverse talent pool.
- 4.2 The key changes in the policy are:
- Greater emphasis on embracing new ways of working which can support improved work-life balance and maintain health and wellbeing;

- Ability to submit up to 2 separate flexible working applications within a 12-month period (previously 1 application)
- A decision being provided within 1 month but no later than 2 months, including any appeal, from receipt of a request; (previously 3 months)
- All flexible working arrangements approved on a permanent basis except for roles under consideration for service redesign, where approval on a temporary basis for up to 12 months can be given;
- Enhancing the Flexible Working policy by embedding the Council's interim hybrid working arrangements;
- More emphasis on being an inclusive employer and creating a positive journey throughout the employment experience.

4.3 **Revised Flexible Retirement Policy** – Our Council is adopting new, flexible, alternative ways of working which support delivery of services in a modernised way and can provide opportunities for all employees to enjoy an improved work-life balance. Employees who are age 55 or over, an active member of the Local Government Pension Scheme with 2 years vesting period can apply for Flexible Retirement, a phased retirement process that enables access to pension benefits while continuing to work. by reducing working hours or pay grade. Flexible retirement may help services to modernise and achieve the Council's strategic workforce planning objectives.

4.4 The policy allows people to request:

- A reduction in working hours by a minimum of 20% and maximum 60%;
- Lowering pay grade by realigning duties and responsibilities in their role or deploying to a redesigned role at a lower grade.

4.5 The outcome from this policy review concludes our flexible retirement provisions will remain unchanged, with the tone, language and interpretation being more inclusive, in line with other HR&OD policies approved at recent boards.

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## Implications of the Report

1. **Financial** - The Council's ongoing financial sustainability is dependent on the ability of the Council to transform and modernise services.
2. **HR & Organisational Development** - As outlined in the report.
3. **Community Planning** – None.
4. **Legal** – These policies have been prepared in accordance with current employment legislation.
5. **Property/Assets** – None

6. **Information Technology** – As outlined in the report.

7. **Equality & Human Rights**

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

9. **Procurement** – None.

10. **Risk** – None.

11. **Privacy Impact** – None.

12. **Cosla Policy Position** – None.

13. **Climate Risk** – None.

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### List of Background Papers

None

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**Issue Number:** 2

**Issue Date:** 6/23

**Review Date:** 6/25

This document is  
available in alternative  
formats on request.

# Flexible Working Policy

This policy applies to all Renfrewshire Council employees

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### Appendix 1 – Examples of flexible working arrangements

## VERSION CONTROL

Version	Date	Details of Review/Revisals made	Next Review date
2	June 2023	Drafting of revised to reflect current legislative requirements	[June 2025]

## **1. Introduction**

- 1.1 We are working to be the most supportive, caring and inclusive employer we can be, providing you with a workplace where you feel safe, valued and listened to, a place where you will have a good experience each day and feel supported to achieve your own goals and aspirations, helping you to reach your full potential. Whatever you are employed as in the Council, the work you carry out every day matters a great deal to communities and colleagues, and without it, we simply cannot deliver essential services to our communities or achieve our Council vision and values.
- 1.2 We are adopting new, flexible, alternative ways of working to support our evolving culture of flexibility and service redesigns, enabling us to deliver services differently, in a modernised way. This can provide you with opportunities from your first day of employment to enjoy an improved work-life balance, an example being our well-established informal hybrid working practices which have become part of our everyday working for many of our colleagues.
- 1.3 We recognise that you may have personal commitments, circumstances, responsibilities, and interests which have impacted on your time and availability. Flexible working arrangements can help you to balance your commitments but may be more challenging to apply to certain job roles. We will consider all applications, regardless of any protected characteristics and seek to overcome barriers where possible, to enable you to achieve an enhanced work-life balance, while continuing to meet the needs of the service.
- 1.4 We will provide advice, guidance and training to support this policy.

## **2. Purpose and Aims**

- 2.1 The purpose of this policy is to support the Council's culture of continuous service improvement, being inclusive, flexible, and responsive to customer needs and improving working lives.
- 2.2 This policy aims to:
  - Embrace new ways of working which can support improved work-life balance and maintain health and wellbeing;
  - Help attract and retain a skilled and diverse workforce;
  - Embed a culture across the Council where flexible working is seen by all levels as a benefit with positive outcomes and can support the needs of modern families and lifestyles;
  - Provide consistency for managing flexible working requests equally, fairly, reasonably and without undue delay in accordance with legislation.

- Support the Council with organisational change to ensure future, sustainable service delivery;

### **3. Scope**

- 3.1 This policy enables everyone to request flexible working from day one of their employment with the Council. Further advice and guidance on flexible working for Teachers is available from HR & OD.

### **4. Our Responsibilities**

- 4.1 We all have a part to play to encourage the positive benefits that flexible working can bring to create an environment where our people enjoy their experience at work, evolve our culture and deliver the best service possible to our communities.

### **5. Benefits of Supporting Flexible Working**

- 5.1 We recognise the benefits flexible working provides for you, your service and our communities and we encourage all managers to support and recognise these benefits and seek to overcome any perceived barriers. The benefits include:

- Increasing engagement, motivation, morale, productivity levels and commitment;
- Supporting the Council's equality, diversity and inclusive agenda, promoting cultural change, leading to a more modernised and improved service delivery;
- Adapting and responding more effectively to change and customer requirements, which will improve customer service and satisfaction;
- An open, fair and consistent approach is applied, based on service needs.
- Personal preferences will be considered in line with team requirements and service delivery;
- Greater cost-effectiveness and efficiency across both the workforce and the organisation.

### **6. Principles of Flexible Working**

- 6.1 Flexible working can enable you to change where, when and how you work. You may request changes to your hours of work; start or finish times; patterns of work and work location. You can request flexible working for any reason. Reasons are not limited to caring and/or family responsibilities.
- 6.2 Flexible working can include voluntary reduced hours, term-time working, compressed hours, home/remote working, job share, part-time, etc.



- 6.3 Line Managers will consider your flexible working application and assess the potential benefits and impact on service delivery (See section 6). Line Managers should always consider flexible working requests equally and fairly, seeking to approve applications unless there is a clear business reason for not doing so. If your request is rejected by your line manager, it must be rejected on the basis of the criteria below. Your line manager will also consult with you to finding some compromise wherever possible.
- 6.4 The eight criteria, that a request can be rejected are as follows:
- The burden of additional costs;
  - Detrimental effect on ability to meet customer demand;
  - Inability to re-organise work among existing staff;
  - Inability to recruit additional staff;
  - Detrimental impact on quality;
  - Detrimental impact on performance;
  - Insufficiency of work during the periods the employee proposes to work; and;
  - Planned structural changes.
- 6.5 You may submit up to 2 separate flexible working applications within a rolling 12-month period from the date of your original application. Applications are made and approved/declined through Business World. It will be useful for you to consider the above criteria before you submit your flexible working request. In exceptional circumstances, additional flexible working arrangements may be provided at your manager's discretion, following consultation with HR&OD, which are linked to a major life event, a reasonable adjustment or a protected characteristic under the Equality Act 2010.
- 6.6 If your flexible working application is approved, some terms and conditions of your employment will change, which may include pro-rata adjustments to your salary and leave entitlements. Your pension contributions may also be affected if your salary reduces. This will vary your contract of employment.
- 6.7 If you require temporary or short-term support with family responsibilities or personal commitments, your manager will discuss and consider informal, alternative forms of flexibility with you. This may include if applicable, time in lieu or temporary, short-term changes to your hours of work, days, start/finish times and hybrid working.
- 6.8 Flexible working applications should be approved on a permanent basis. In exceptional circumstances, for example where a service is going through a service redesign, with uncertainty around job roles, your Line Manager can approve your application on a temporary basis not exceeding 12 months. Only in exceptional circumstances, for example due to external funding, will a temporary arrangement exceed 12 months.

- 6.9 Your Line Manager will aim to make a decision on your flexible working application, and any appeal if required normally within 1 month but no later than 2 months from receipt of your application. There may be some circumstances where this 2-month period may be extended following agreement between you and your Line Manager.
- 6.10 Your Line Manager will meet with you to consider your flexible working application normally within 14 calendar days of receipt. You will be informed of the decision to approve or decline your request within 14 calendar days of the meeting date.
- 6.11 If your flexible working application is declined based on a clear business reason, you have the right to appeal this decision. You can submit your appeal using Business World, within 14 calendar days of receipt of the decision explaining your reasons why you are appealing the decision.
- 6.12 The reasons for your appeal may include:
- The policy and guidance have not been applied fairly;
  - The business reason for rejecting the request has not been sufficiently explained;
  - The reason for refusal was not related to a business reason;
  - The manager/service did not fully consider the request;
  - A fact in the explanation of the business reason is incorrect.
- 6.13 Your appeal will be heard by a Senior Officer in your service within 14 calendar days of receipt. The reasons for your appeal will be considered fully and suitable alternatives explored. You will receive a decision on your appeal within this 14-day period. You have a right to be accompanied at your appeal meeting by a Trade Union Representative or work colleague. It is your responsibility to arrange to be accompanied.
- 6.14 You will receive your outcome within 14 calendar days of the appeal meeting. There will be no further right of appeal.
- 6.15 As a result of the COVID-19 pandemic, the Council implemented a hybrid working model in line with the Government guidelines at the time. This model has been positive, benefiting colleagues, communities, and the Council, helping to maintain an agile and sustainable working environment and supporting a positive work-life balance. The Council has committed to continue with these arrangements, allowing ongoing flexibility, without the need to formally apply for hybrid working. If you do not benefit from hybrid working and wish to request a change to your working arrangements, this policy continues to apply. Guidance, frequently asked questions, and training on the principles of hybrid working is available from HR&OD.

## **7. Confidentiality**

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

## **8. Equality and Human Rights Impact Assessment**

- 8.1 This policy has been impact assessed in line with the Council's obligation to comply with the Equality Act 2010 and the Public Sector Equality Duty.

## **9. Monitoring and Review**

- 9.1 This policy will be reviewed regularly and in line with any legislative and organisational changes. The recognised Trade Unions will be consulted on any future changes to this policy.

## Appendix 1 – Examples of Flexible Working Arrangements

<b>Part-time (Including variable part-time working)</b>	<p>Reduces the number of contracted hours worked per week. Salary and annual leave will be pro-rated (proportionate to hours worked).</p> <p>Variable part-time working may also be an option, where employees can adjust their part-time hours to suit the needs of the service, i.e., increase their normal contracted hours during busy periods.</p> <p>Depending on the work arrangement agreed, annual leave and public holidays will be pro-rated.</p>
<b>Job share</b>	Permits 2 employees to share the responsibilities, tasks, hours, pay and benefits of one post. Teachers have specific guidance on the application of this option.
<b>Compressed hours</b>	Permits employees to work their total number of agreed hours over fewer working days, i.e., 10 days over 9 days or working 5 days over 4 days. Depending on the work arrangement agreed, annual leave and public holidays will be pro-rated.
<b>Term-time working</b>	Permits employees to work during the school term-times only. Salary will be pro-rated (which is adjusted to include payment for entitlement to annual leave), and no annual leave is taken during term-time.
<b>Remote Working</b>	Where employees may, on an ad-hoc basis and with their manager's authorisation, work at home, they may be able to carry out the full range of their duties at home on a more regular basis.
<b>Voluntary reduced hours</b>	Reduces the number of hours worked for an agreed period, reverting to their substantive contracted hours at the end of the agreed period.
<b>Flexible retirement</b>	Flexible retirement is available for members of SPF from age 55 who can access their pension benefits whilst continuing to work. To access their benefits, they are required to either reduce their working hours or grade. (Please refer to the Flexible Retirement Policy for further details.)
<b>Phased retirement - teachers</b>	The Flexible Retirement policy is not available to teachers, but the Scottish Public Pensions Agency (SPPA) operate a Phased Retirement scheme. Employees reduce their earnings due to part time work or a reduction in responsibilities will be able to withdraw part of their pension to substitute their loss of income.

**Issue Number:** 2

**Issue Date:** 6/23

**Review Date:** 6/25

This document is  
available in alternative  
formats on request.

# Flexible Retirement Policy

## Supporting employees transition into retirement

This policy applies to Local Government Employees, Craft  
Operatives and Chief Officers  
(Excluding Chief Executive and Teachers)

## CONTENTS

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## VERSION CONTROL

Version	Date	Details of Review/Revisals made	Next Review date
2	June 2023	Drafting of revised to reflect current legislative requirements	[June 2025]

## **1. Introduction**

- 1.1 We are working to be the most supportive, caring and inclusive employer we can be, providing you with a workplace where you feel safe, valued and listened to, a place where you will have a good experience each day and feel supported while achieving your own goals and aspirations, and reaching your full potential. Whatever you're employed as in the Council, the work you carry out every day matters a great deal to communities and colleagues, and without it, we simply cannot deliver essential services to our communities or achieve our Council vision and values.
- 1.2 We are adopting new, flexible, alternative ways of working to support our evolving culture of flexibility and to support service redesigns, enabling us to deliver services differently, in a modernised way and can provide opportunities for all employees to enjoy an improved work-life balance. If you are age 55 or over and an active member of the Local Government Pension Scheme, you can apply for Flexible Retirement. This is a voluntary, phased retirement process, enabling you to access your pension benefits while you continue to work, by reducing your hours or your pay grade. Flexible retirement may help services to modernise and achieve the Council's strategic workforce planning objectives.

## **2. Purpose and Aims**

- 2.1 The purpose of this policy is to support services to manage all flexible retirement requests through provision of a fair, and transparent process.
- 2.2 This policy aims to:
- Support employees with the transition to retirement;
  - Retain skilled and experienced employees particularly in services where there are difficulties in recruiting;
  - Support services with organisational change to ensure future, sustainable service delivery;
  - Encourage employees, where appropriate to consider alternatives to full retirement;
  - supporting the retention of employees with either a medical condition, disability, or caring responsibilities.
  - Embrace new ways of working which can support improved work-life balance and maintain health and wellbeing;
  - Embed a culture across the Council where flexible retirement is seen by all levels as a benefit with positive outcomes and can support the needs of modern families and lifestyles;

### **3. Scope**

- 3.1 This policy applies to all eligible Local Government employees, Craft Operatives and Chief Officers, excluding the Chief Executive. Further advice and guidance on the Teachers' Phased Retirement scheme is available from HR & OD.

### **4. Eligibility Criteria**

- 4.1 All requests for flexible retirement will be considered in accordance with the Local Government Pension Scheme (Scotland) Regulations 2018 and the Council's Pension Discretions Policy. In determining requests, consideration will be given to requests being workable, affordable, reasonable and take account of any foreseeable costs to the Council.
- 4.2 Subject to approval, you will be able to access your pension benefits while continuing to work for the council subject to the following conditions. You must:
- Be at least 55 years of age and meet the 2 years vesting period. This is the period of LGPS membership you must have when applying for Flexible Retirement;
  - Reduce your hours of work by a minimum of 20% and maximum of 60% per week or reduce your salary grade.

### **5. Principles of Flexible Retirement**

- 5.1 You should request flexible retirement at least 6 months in advance of when your arrangement is due to start. This will ensure that all of the relevant pension fund, payroll and operational arrangements can be put into place.
- 5.2 You can reduce your hours worked in different ways. For example, hours worked on specific days, or reducing the number of days worked in the week. You should detail your proposed reduced working pattern in your request.
- 5.3 If you are seeking a reduction in grade, this must be to an established vacant post within your existing team or section. In exceptional cases, a move to a post elsewhere within your service may be agreed. A reduction in grade may also be achievable through a service restructure, involving a redefinition of roles and the grade being reduced.
- 5.4 When you flexibly retire, there may be costs associated with this called 'strain on the fund' costs. These costs are normally what the Council would pay to the pension fund when agreeing to the early release of an employee's pension benefit. If you have a strain on the fund cost, the Council will not pay this on your behalf. Your request will only be approved provided you agree to pay this



cost yourself, through a reduction of your pension benefits, which is known as an 'Actuarial Reduction'. Therefore, you should consider the financial implications of accessing your pension early and seek independent financial advice. The Council cannot give you any financial advice or recommendations on this matter.

- 5.5 It is important to note that you have no automatic right to flexible retirement, it is entirely at the Council's discretion.

## **6. Requesting Flexible Retirement**

- 6.1 You should have initial discussions with your line manager on your intentions to flexibly retire, before you submit your request. Once you have done this you should request flexible retirement using Business World, providing the following information:

- The reasons for your request;
- The required reduction in your working hours or salary grade;
- The proposed start date of the arrangement;
- The impact(s) the proposed request would have in your work area and on any areas of responsibility that you have.

## **7. Management Consideration / Decision making**

- 7.1 Your line manager will meet with you to discuss your request in more detail to consider all facts.

- 7.2 Your line manager will consider the following before a decision is approved:

- The benefits of approving your request, for example retention of key skills and expertise allowing for effective workforce planning;
- All cost implications. Your pension calculations will be requested via HR to SPFO;
- The operational impact on service delivery and whether there is a need to redesign or redistribute work;
- If there are any compassionate reasons for your request;
- The impact on your service's overall structure and whether any line and team management responsibilities can be re-distributed; . .
- If a reduction in your grade may impact on any statutory duties you carry out;
- Any suitable alternatives to flexible retirement.

- 7.3 Your Head of Service will make a final decision on your request within 28 days following the meeting with your line manager. This decision will also be agreed in consultation with the Head of Finance and Business Services and the Head of People and Organisational Development.
- 7.4 You will receive confirmation of the decision without any undue delay. If flexible retirement is approved, a representative from HR&OD will support the process and ensure that the relevant pension fund and payroll documentation is completed. Once arrangements are in place, you will be issued with a variation to your contract of employment. Your terms and conditions, pay, annual leave entitlement, responsibilities etc will be adjusted to reflect your new working arrangement.
- 7.5 If your request is refused, you will receive confirmation of the decision, explaining the business reasons for refusal. The decision taken by your Head of Service is final.

## **8. Independent Financial Advice**

- 8.1 Before agreeing to any permanent contractual employment changes which will affect your retirement plans, you are encouraged to seek independent financial advice and consider the following before requesting flexible retirement:
- When you remain in employment and receiving pension benefits, you could be earning the same or more than the full-time equivalent salary for your role which may result in you paying a higher rate of tax depending on the amount/value of pension benefit you are receiving.
  - You will automatically re-join the pension scheme and pay contributions on your reduced salary. You will accrue new pension benefits which will become payable on full retirement. You can opt out of re-joining the pension scheme and no contributions will be deducted from your salary. This means you would not receive any additional Local Government Pension Scheme pension when you retire fully and no death in service benefits. You can obtain an opt out form from the SPFO Website: [www.spfo.org.uk](http://www.spfo.org.uk)
  - If you retire before your normal retirement date (unless transitional protection arrangements apply) this will result in your pension benefits being reduced (actuarial reduction). You may wish to contact SPFO to check if you have any transitional protection arrangements either via email or: 0345 890 8999.

## **9. Confidentiality**

- 9.1 Information relating to your flexible retirement request will be recorded, maintained, and processed confidentially and securely by your service, line

manager, HR&OD and Customer and Business Services. Information will not be divulged to any third parties without your written consent.

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

## **10. Equality and Human Rights Impact Assessment**

- 10.1 This policy has been impact assessed in line with the Council's obligation to comply with the Equality Act 2010 and the Public Sector Equality Duty.

## **11. Monitoring and Review**

- 11.1 This policy will be reviewed regularly and in line with any legislative and organisational changes. The recognised trade unions will be consulted on any future changes to this policy.





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

**On:** 8 June 2023

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

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**Heading:** Civic Hospitality

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## **1. Summary**

1.1 The following requests for civic hospitality have been received for the financial year 2023/24.

- a) Correspondence was received from our twin town in Fürth, Germany to advise that they have a local Artist and Photographer who is producing a worldwide exhibition project for the German Railway Museum and would like to photograph Paisley Gilmour Street station as part of this project. It was proposed that during this visit a lunch be provided to welcome our twin town visitors at Pendulum in Paisley.

Following consultation with the Provost, the Head of Corporate Governance used his delegated authority to approve the request and made the necessary arrangements for a lunch on 18<sup>th</sup> April at the cost of £88.90.

- b) Correspondence was received from Dates-n-Mates in relation to sponsoring a table for Renfrewshire members of the service on the occasion of their Gala Awards Dinner. Dates-n-Mates is Scotland's only friendship and dating agency run by and for adults with learning disabilities.

Following consultation with the Provost, the Head of Corporate Governance used his delegated authority to approve the request and made the necessary arrangements to sponsor a table of 10 Renfrewshire residents at the cost of £400 on Monday 15<sup>th</sup> May 2023.

- c) Correspondence has been received from the Salvation Army in Erskine suggesting the possibility of a contribution towards civic hospitality at the Salvation Army's local headquarters in Erskine on 12<sup>th</sup> August 2023 in celebration of their 30<sup>th</sup> anniversary.

Following consultation with the Provost, it is proposed that the Board agree to provide a contribution towards hospitality in the form of a buffet for 40 people at a cost of approximately £350 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- d) Correspondence has been received from Caledonia Bowling Club suggesting the possibility of a contribution towards civic hospitality in the form of a dinner for 100 people at St Mirren Football Club on Friday 3<sup>rd</sup> November 2023 in celebration of their 150 anniversary.

Following consultation with the Provost, it is proposed that the Board agree to provide a contribution towards hospitality as detailed above at a cost of approximately £3000 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- e) Correspondence has been received from Spateston Bowling Club in relation to their 40<sup>th</sup> anniversary. They have suggested the possibility of a civic reception in the form of a buffet and welcome drink for approximately 100 people to be held at their club grounds on Saturday 22<sup>nd</sup> July 2023.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality as detailed above at a cost of approximately £1000 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- f) Correspondence has been received from the Paisley & District Battalion of the Boys Brigade requesting civic hospitality to accompany their presentations for the Queen's Badge and Duke of Edinburgh Awards on Wednesday 27<sup>th</sup> September 2023. They have suggested the possibility of a civic reception for 175 people at one of the Boys Brigade Churches within Renfrewshire.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality in the form of light refreshments at a cost of approximately £1600 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- g) Correspondence has been received from J G Fleming Bowling Club in relation to their 125<sup>th</sup> anniversary. They have suggested the possibility of a civic reception in the form of a buffet with welcome drink for approximately 80 people to be held at their club grounds on Sunday 2<sup>nd</sup> July 2023.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality as detailed above at the cost of approximately £1200 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- h) Correspondence has been received from Johnstone & District Ladies Bowling Association in relation to their 50<sup>th</sup> anniversary. They have suggested the possibility of a civic reception in the form of a meal with welcome drink for approximately 80 people to be held at the J G Fleming Clubhouse on Saturday 26<sup>th</sup> August 2023.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality as detailed above at the cost of approximately £1200 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- i) Hands Up for Trad in partnership with Renfrewshire Council are hosting this year's prestigious Scot's Language Awards on 16<sup>th</sup> September 2023 at Johnstone Town Hall. The ceremony recognises the efforts and work of the people and organisations past and present who champion our unique music, culture and words. It is suggested that a drinks reception be provided to welcome our guests to Renfrewshire.

Following consultation with the Provost, it is proposed that the Board agree to provide a drinks reception as detailed above at the cost of approximately £1200 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- j) Correspondence has been received from Johnstone Phoenix Theatre Group in relation to their 60<sup>th</sup> anniversary. They have suggested the possibility of a civic reception of a meal with welcome drink for approximately 70 people to be held at the Glynhill Hotel on Friday 18<sup>th</sup> August 2023.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality as detailed above at the cost of approximately £2450 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 2022/23 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed, and taking account of previous decisions, the remaining balance would be approximately £26,200.

## **2. Recommendations**

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above for the Erskine branch of the Salvation Army, Caledonia Bowling Club, Spateston Bowling Club, Paisley & District Battalion of the Boys Brigade, J G Fleming Bowling Club, Johnstone & District Ladies Bowling Association, the Scots Language Awards and Johnstone Phoenix Theatre Group; (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 note the actions taken by the Head of Corporate Governance in terms of his delegated authority in respect of both the visit by guests from our twin town in Fürth and the Dates-n-Mates Gala Awards dinner.

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### **Implications of the Report**

1. **Financial** – The costs of the request from civic hospitality will be met from the 2023/24 budget provision.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** – Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.
4. **Legal** - None.
5. **Property/Assets** - None.
6. **Information Technology** – None.
7. **Equality & Human Rights**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** - None.



12. **Climate Risk** – None.
13. **Cosla Policy Position** – Not applicable.

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**List of Background Papers**

- (a) Background Paper 1 – Email correspondence from our twin town in Fürth
- (b) Background Paper 2 – Email correspondence from Dates-n-Mates
- (c) Background Paper 3 – Email correspondence from Erskine branch of the Salvation Army
- (d) Background Paper 4 – Email correspondence from Caledonia Bowling Club
- (e) Background Paper 5 – Email correspondence from Spateston Bowling Club
- (f) Background Paper 6 – Email correspondence from Paisley & District Battalion of the Boys Brigade
- (g) Background Paper 7 – Email correspondence from J G Fleming Bowling Club
- (h) Background Paper 8 – Email correspondence from Johnstone & District Ladies Bowling Association
- (i) Background Paper 9 – Email correspondence from Johnstone Phoenix Theatre Group

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 487 1115, e-mail – donna.gallagher-pt@renfrewshire.gov.uk)

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**Author:** Donna Gallagher – Member Services Officer. Tel: 0141 487 1115  
E-mail donna.gallagher-pt@renfrewshire.gov.uk





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

**On: 8 June 2023**

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

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**Heading: Inspection of Salmon Fishings – River Clyde**

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**1. Summary**

- 1.1 This report seeks authority for the Provost to take action designed to maintain the Council's Salmon Fishing Rights on the River Clyde.
  - 1.2 This is a process which the Council seeks to undertake every 3 years. It is proposed that the inspection trip be undertaken prior to the 31 August 2023.
- 

**2. Recommendations**

- 2.1 That the Finance, Resources & Customer Services Policy Board agree the actions outlined in this paper in relation to the confirmation of fishing rights on the River Clyde.
  - 2.2 That the costs involved in the Salmon Fishings, estimated at £4,000 be met from the Renfrew Common Good Fund.
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### 3. Background

- 3.1 The right of salmon fishing in the River Clyde was conferred on Renfrew Town Council, and its successor authorities, by Queen Ann by Royal Charter dated 20<sup>th</sup> October, 1703. Since 1781, a practice has been established of fishing the river every three years in order to maintain the right which might otherwise be lost by prescription. The right is maintained by nets being put out and hauled in, with the Provost being seen to take hold of the nets.
- 3.2 As the last inspection took place in August 2020, the Council, to safeguard its rights and to continue with this tradition, should arrange to inspect the fishings before 31<sup>st</sup> August, 2023.
- 3.3 A vessel will depart from the Renfrew ferry pontoon and proceed into the River Clyde where the nets will be cast by the Provost. The vessel will then proceed back to the Renfrew ferry Pontoon where the Provost and various guests including Councillors, MP's, MSP's, business representatives and the local Renfrew community, have been invited to attend an afternoon tea, along with a premier of the commissioned filming of the 2020 castings with an informative talk on the health of the Clyde by Dr Willie Yeomans.
- 3.5 Historically the costs involved in the Salmon Fishings have been met from the Renfrew Common Good Fund.

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### Implications of the Report

1. **Financial** – as outlined in paragraph 2.1.
2. **HR & Organisational Development** – None
3. **Community Planning** – none
4. **Legal** – as described in the report
5. **Property/Assets** - none.
6. **Information Technology** – none
7. **Equality & Human Rights**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none

- 9. **Procurement** - none
  - 10. **Risk** – none
  - 11. **Privacy Impact** – none
  - 12. **Climate Risk** - none.
  - 13 **Cosla Policy Position** – not applicable
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### **List of Background Papers**

(a) Background Paper - None

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**Author:** Donna Gallagher – Member Services Officer. Tel: 0141 487 1115  
E-mail donna.gallagher-pt@renfrewshire.gov.uk





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

**On: 8 June 2023**

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

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**Heading: Report on the Voluntary Redundancy/Early Retirements Scheme**

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## **1. Summary**

- 1.1. An annual report detailing the number of employees leaving through the voluntary redundancy or voluntary early retirement schemes (VR/VER), and associated financial implications for the Council, is presented to the Board in June.
  - 1.2. This report provides an update for the period from 1 April 2022 to 31 March 2023 confirming that 37 employees (34.8 FTE) have left the Council through voluntary redundancy or early retirement in that period.
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## **2. Recommendations**

- 2.1 Members are asked to note the report.
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## **3. Background**

- 3.1. This report provides details of the workforce planning arrangements to support the delivery of service changes, predominantly linked to the Council's financial sustainability workstreams, over 2022/23. Expressions of interest in VR/VER from across the workforce were reviewed to assess the impact of any proposed reduction in headcount on services and the remaining workforce, including the cost to the Council of early release. As part of the Council's 2022/23 budget strategy, VR/VER has been utilised to achieve service changes and savings.

- 3.2. The Chief Executive, in consultation with the Head of People and Organisational Development, is authorised to determine all requests received from employees for VR/VER under the schemes.
- 3.3. During the financial year 2022/23, a total of 37 employees (34.80 FTE) accepted voluntary redundancy or early retirement in the interests of the efficiency of the service.
- 3.4. The financial costs and savings of these decisions are detailed in Appendix A. An assessment is carried out in each VR/VER exercise to confirm the length of time for savings to accrue. For the 37 individuals being released in 2022/23, this averages at just under 26 months.
- 3.5. In determining requests for VR/VER, the Chief Executive and the Head of People and Organisational Development, in conjunction with the appropriate service Director, continue to take into account the potential to implement efficiencies and support the modernisation of the Council's workforce in addition to the financial savings to be gained. Consideration was given to both the one-off costs of VR/VER, and the additional ongoing annual costs and in these cases it has been deemed to be of benefit to the Council for VR/VER to be agreed.
- 3.6. Appendix A contains details of the number of employees leaving the Council through either VR/VER in the interests of the efficiency of the service. It includes the following terms:
- Redundancy Payment: the total lump sum redundancy payments paid to employees leaving the Council.
  - Enhanced Element of Pension (Annual Compensation): where the employee is a member of the Pension Fund and is awarded compensatory added years, the Council requires to pay on a monthly basis to the Pension Fund an amount that covers the costs associated with these added years.
  - Enhanced Element of the Lump Sum: where an employee is a member of the Pension Fund and is awarded compensatory added years, the Council requires to pay the lump sum directly to the employee as a one-off payment.
  - Strain / Factored Costs: where an employee is a member of the Pension Fund and retires early on grounds of efficiency / redundancy, the Council requires to pay to the Pension Fund a 'strain on the fund' charge for early payment of retirement benefits or where the employee would otherwise have suffered an actuarial reduction to their benefits for early retirement; this strain on the fund charge is paid as a one-off payment.



- **Pay in Lieu of Notice:** where an employee has not received the appropriate notice of their employment terminating, a payment in lieu of notice is paid by the Council.
- **Full Year Savings:** these will accrue from the release of staff under the scheme.

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### **Implications of this report**

1. **Financial** – as detailed in Appendix 1 of report
2. **HR & Organisational Development** – as detailed in the report
3. **Community Planning** – none arising from this report
4. **Legal** - none arising from this report
5. **Property/Assets** - none arising from this report
6. **Information Technology** - none arising from this 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 arising from this report
9. **Procurement** – none arising from this report
10. **Risk** – none arising from this report
11. **Privacy Impact** - none arising from this report
12. **Cosla Policy Position** - none arising from this report
13. **Climate Risk** - none arising from this report

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## VOLUNTARY REDUNDANCY/EARLY RETIREMENT SCHEME/EFFICIENCY OF THE SERVICE

## APPENDIX 1

Financial Implications 1 April 2022 - 31 March 2023

Service	No of Employees	FTE	Total Annual Salary	Redundancy	Enhanced Element of Pension	Enhanced Element of Lump Sum	Strain / Factored Costs	Payment in Lieu of Notice	Full Year Savings
Finance and Resources	20.00	18.80	£ 548,629	£ 222,285	£ 32,286	£ 10,762	£ 388,727	£ -	£ 360,517
Communities and Housing	17.00	16.00	£ 708,809	£ 358,637	£ 79,759	£ 26,585	£ 1,139,987	£ -	£ 708,809
	37.00	34.80	£ 1,257,437	£ 580,922	£ 112,045	£ 37,347	£ 1,528,714	£ -	£ 1,069,325



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

**On: 08 June 2023**

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

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**Heading: 2022/23 Annual Report on the Health, Safety and Wellbeing activities within Renfrewshire Council.**

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## **Summary**

- 1.1 This report provides an update on the health, safety and wellbeing arrangements and performance of Renfrewshire Council in effectively managing health, safety, and wellbeing for the period 1 April 2022 to 31<sup>st</sup> March 2023.
  - 1.2 The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended) place duties on the Council to ensure, so far as is reasonably practicable, the health of their employees and others that could be affected by work activities.
  - 1.3 This report demonstrates the council's continued commitment to ensuring the health, safety, welfare, and wellbeing of our employees. It supports the aims of the "Our People, Our Future" strategy document and the councils' values.
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## **2. Recommendations**

- 2.1 The board notes the attached report on the health, safety and wellbeing arrangements and performance in the council.
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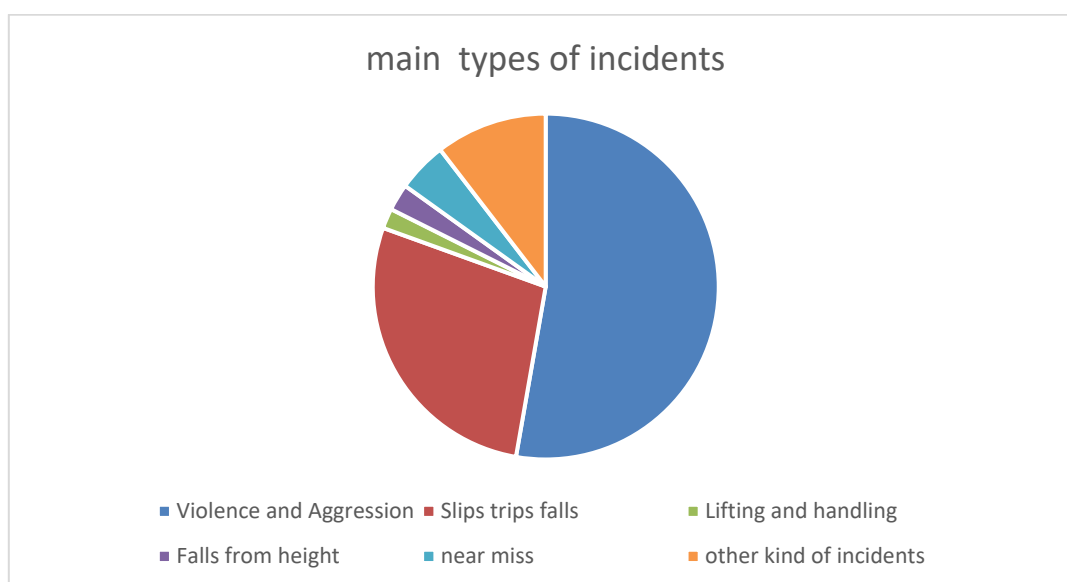
### **3.0 Background**

- 3.1 A safe and healthy organisation is one that successfully balances the needs of individuals with the needs of the organisation. It is recognised that, over the past year, the council has been exploring different ways of working to reflect the financial position and the final elements of recovery from the pandemic. This, in turn, has driven considerable organisational change at pace and influenced the council's safety culture.
- 3.2 Health and safety at work is not only about health and safety management, occupational health and promoting healthier lifestyles; it is recognised that the way in which work is organised and how people behave, is significant to nurturing positive outcomes. To be truly effective, health and safety must be an everyday process and an integral part of the workforce culture at all levels across the council.

### **4.0 Key areas of activity**

- 4.1 Throughout the recovery from the pandemic, which has partially impacted over the year of this report, the Health and Safety team (part of HR and OD), continued to work collaboratively with key stakeholders, including Trades Unions, services, and external partners including the NHS. The Team was actively involved in the 3 vaccination centres based within One Ren as well as supporting the NHS mobile vaccination team.
- 4.2 Protecting mental health and wellbeing has been a key priority for the Health and Safety team. The Quality of Working Life (Stress) Risk Assessment (QWLRA) is an important tool to identify perceived workplace stressors and to generate an action plan that may remove or reduce the impacts of the perceived stressors. A review of our guidance has taken place and a revised document was issued in consultation with employee representatives and management.
- 4.3 The council has an ongoing commitment to eliminating incidents, so far as is reasonably practicable and encourage employees to play their part in achieving this important objective. Each Service health and safety committee/group involving employee representatives, are required to focus on the apparent causes of incidents. This will assist in the development of strategies and local accident reduction programmes. A new version of the accident/incident form was launched on the 5<sup>th</sup> of January 2023. This has been the culmination of a collaboration between the Health and Safety team, the Business world team, Trades Unions, and service representatives. The new form makes it easier for anyone to report an incident and allows for a greater collection of data.

- 4.4 Over the reporting period (2022/23) there were 1883 incidents reported in total, compared to 1322 reported the previous reporting period (2021/22). The incident total includes employees, service users, members of the public and contractors. It is envisaged the increase may be due to the council returning back to pre-pandemic activities, where there are more employees back in the workplace, as well as the new incident form making it easier to report incidents. The biggest presenting issue facing the council as a whole, is an increase in the violence and aggression incidents reported. The majority of these incidents are identified by the service users and/or pupils. Most incidents recorded against employees are non-injury and the behaviours displayed are mainly verbal abuse or physical posturing. The following chart below shows the main types of incidents that have occurred.



- 4.5 The council has a duty to report certain incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). The table below is a summary of employee RIDDOR Notifications from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023:

Service	Number of reports
Chief Executives	0
Childrens Services	12
Community & Housing	1
Environment & Infrastructure	12
Finance and Resources	0
Renfrewshire Health and Social Care Partnership	10
Total	35

A further 3 RIDDOR reports were submitted to the HSE in relation to accidents involving school pupils.

- 4.6 Health and safety training is vital to ensure everyone is familiar with their responsibilities. The provision of face-to-face health and safety training has been further complimented this reporting period by an enhanced digital programme, with a particular focus on the safe and correct use of Display Screen Equipment (DSE assessments) for those in the workforce who continue to work from home. A revised violence and aggression course has gone live, the course has greater focus on prevention on de-escalation.

H&S Course	Overall Completed
Waste Recycling in Schools & Nurseries	202
Infection Prevention and Control (SCIE)	79
Promoting Positive Behaviour Legislation and Guidance	86
Display Screen Awareness DSE	2032
Ladder Safety Awareness	99
Using the Lifepak Defibrillator	83
Remote Health and Safety Module	94
Manual Handling Module	144
Fire Module	218
Supporting Employees Experiencing Domestic Abuse	81
Accident & Incident Reporting (RIDDOR)	143
Guidance on Food and Drink in Schools (Scotland) Regulations 2020	114
Promoting Positive Behaviour in the Workplace (module 1) - Risk; Right	88
Evacuation Process Renfrewshire House	521
Fire Warden Training	26
<b>Total</b>	<b>4010</b>

Throughout the reporting period, the health and safety team have also supported bespoke training on topics such as accident/incident reporting and lone working.

- 4.7 To support everyone to work safely, A risk-based review of all our policies and guidance documents is under way, we will prioritise a refresh of the documents in line with statutory compliance as well as business needs. Several health and safety documents have been revised and include:

- Display Screen Guidance
- Reporting of accidents and incidents
- Renfrewshire House Evacuation guidance

Other health and safety policies and guidance in the process of revision include; *hand arm vibration, fire, violence and aggression, risk assessment, manual handling and lone working.*

- 4.8 To ensure a collaborative approach to health and safety engagement with employees, the corporate health and safety committee (CHSC) continues to progress health and safety issues that cannot be resolved at Service level. The committee has representation from Services and Trade Unions. During this reporting period the CHSC met 4 times.
- 4.9 The health and safety team continue to provide data for insurance claims, subject access requests (SAR) and freedom of information (FOI) requests. During 2022/23 **50** SAR/FOI data requests were completed and most relate to generic incident/accidents at work.
- 4.10 The Health and Safety team continue to evaluate contractor's and supplier's health and safety documentation when they apply for contracts with Renfrewshire Council, during 2022/23 129 contractor evaluations were completed.
- 4.11 The council's occupational health provider, People Asset Management Ltd. have restarted the occupational health surveillance programme. This was paused during the pandemic but restarted mid-2022, targeting roads and Streetscene operatives first. The programme continues in 2023 and has moved on to building services, school technicians and music teachers. Types of health surveillance carried out includes:
- Audiometry
  - Spirometry
  - Vibration
  - Nightshift worker questionnaires
  - Preemployment medical screening
- 4.12 The Health and Safety Team have led the development of a revised sleeping risk, fire risk assessment document, Scottish Fire and Rescue, as well key officers and Trade Unions have been involved in the process. This been adopted by Renfrewshire Health and Social Care Partnership and Childrens Services for their respective residential properties.
- 4.13 The Health and Safety Team have been supporting Building Services and Housing colleagues with needlestick injury training. This is linked to a council wide review of our blood borne virus risk assessment documentation and supporting inoculation programme. This initially started in the Housing teams, but we have expanded this project into a council wide working group to refresh the risk assessments where there may be occupational exposures generated though work-related activities

- 4.14 The Health and Safety team continue to produce health and wellbeing guidance and campaigns to support the workforce. Topics covered during the reporting period include mental health, anxiety, eyecare and allergies. A significant focus was working with One Ren on the joint staff well-being day held in November 2022. This provided information on mental and physical wellbeing, financial wellbeing, and staff benefits.
- 4.15 The Health and Safety team have supported the planning arrangements and the delivery of the Halloween event, Winterfest event in Paisley and the Christmas Lights Switch on events in Renfrew and Johnstone.
- 4.16 During the reporting period there have been **5** visits from the HSE, 1 in relation to the household waste intervention programme and 4 in relation to the management of asbestos in schools' intervention programme.
- 4.17 There have been a number of meetings with Scottish Fire and Rescue (SFR). The meetings are a result of SFR attending call outs to our premises. We discuss, where possible, improvements to the fire safety arrangements.
- 4.18 In preparation to the SFR planned change to their response to unwanted fire alarm signals, a corporate working group, led by the Health and Safety team and has representatives from services and trade unions, have been reviewing the arrangements and training needs.
- 4.19 The Health and Safety team continue to support the new ways of working arrangements being developed across the council. This includes reviewing floor plate designs and ventilation impacts.
- 4.20 The health and safety team continue to support the council's construction activities through scheduled monthly meetings with the property services team and others. The team continue to be involved in meetings/site visits for the Paisley Town Hall project and the Paisley Arts Centre project, the schools new build and refurbishment projects the WIFI extension project as well as other smaller projects.
- 4.21 The council offered the flu vaccine out to all staff not covered under the criteria for an inoculation from the NHS. We worked with our OH provider from October to December 2022 to deliver face to face inoculations for staff, and the last of the sessions were delivered in January 2023. We offered vouchers for those who could not attend in person. As part of this programme, we worked closely with our partner organisations (One Ren, RVJB and Scotland Excel) to offer to their staff too.



## Implications of the Report

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.
2. **HR & Organisational Development** - This report supports the council's commitment to the health, safety, and wellbeing of employees.
3. **Community/Council Planning** – This report and plan supports the objectives contained within the community and council plans.
4. **Legal** - The council will continue to comply with current health and safety legislation.
5. **Property/Assets** - Having a robust health and safety management system in place and an effective risk control system should reduce the risk of property damage and potential loss of premises which could be caused by fire for example.
6. **Information Technology** - Not applicable.
7. **Equality & Human Rights**  
  
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report as it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - This report supports and demonstrates the council's commitment to ensuring effective health and safety management.
9. **Procurement** - Finance and Resources, HR, and Organisational Development (FAR, H.R. and O.D.) health and safety section has a valuable input to the Council's procurement system.
10. **Risk** - This report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact** - Not applicable.
12. **Cosla Policy Position** - Not applicable.

13. **Climate Risk** - none

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**List of Background Papers None**

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07747790211




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

**On:** 08 June 2023

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**Report By:** Chief Executive

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**Heading:** Chief Executive's Service – Annual Health and Safety Report  
2022/2023 and Action Plan 2023/2024

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## 1. Summary

- 1.1 The Council's Health, Safety and Wellbeing Policy requires each service to submit an annual report and an annual Health and Safety action plan to the relevant Policy Board.
  - 1.2 The Chief Executive's Service annual progress report is attached as Appendix 1. It sets out the arrangements for the management of health, safety and wellbeing within the service, demonstrates the service's commitment to continuous improvement in health and safety performance in accordance with the Corporate Health, Safety and Wellbeing Strategy 2019-2022 and summarises the achievements from 1 April 2022 to 31 March 2023.
  - 1.3 In terms of looking forward, the Chief Executive's Service action plan for 2023/2024 is attached as Appendix 2 to this report. It sets out the planned actions the service will undertake during 2023/2024, outlining the service's commitment to continuous improvement in health and safety performance in accordance with the Corporate Health, Safety and Wellbeing Strategy 2019-2022. The action plan will be reviewed during the course of the reporting year due to the restructuring of services with Community Learning & Development moving into the service and procurement now falling under Finance & Resources.
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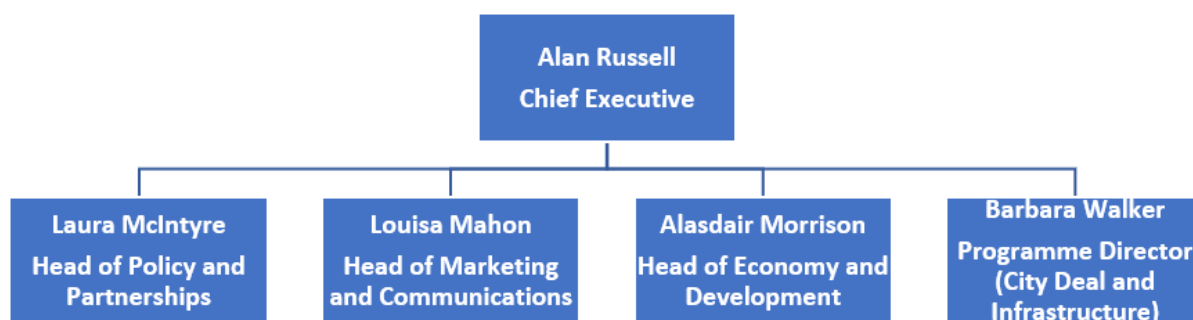
## 2. Recommendations

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

- i) notes the content of the annual report attached at Appendix 1; and
  - ii) approves the Chief Executive's Service health and safety action plan for 2023/2024 at Appendix 2.
- 

### 3. Background

- 3.1 The Chief Executive's Service delivers a range of strategic services within the organisation. We do this through a range of activities delivered across our service areas: policy and partnerships, economy and development, City Deal and infrastructure, and communications, marketing and events. Our services are delivered by 227 employees, led by the Chief Executive who is supported by the Head of Policy and Partnerships, the Head of Marketing and Communications, the Head of Economy and Development, and the Programme Director (City Deal and Infrastructure). As of 1 April 2023, procurement transferred to Finance and Resources, and services focused on community development have transferred into the Chief Executive's service under the Head of Policy and Partnerships including the Community, Learning & Development service area.



- 3.2 The Chief Executive's Service Head of Policy and Partnerships is the lead officer for health and safety within the service and is supported by the Strategy, Policy and Insight Manager. Health and safety remain a key priority within the service with the annual report being reviewed by the senior management team.
- 3.3 The Chief Executive's Service has a proactive approach and commitment to health and safety which is supported by the service's working group. The Council will be progressing and moving to the ISO 45001:2018 Occupational Health and Safety Management system. This international standard replaces BS OHSAS: 18001 and sets the framework for an effective system to control health and safety risks to employees. The working group will be integral to achieving this with the support of managers.
- 3.4 As with other Council services, employees have been hybrid working, splitting their working week between home and office. The service has adapted its processes and procedures to ensure that standards for all employees working from home or in the office are maintained, with the health and wellbeing of employees being a priority. The service's health and safety working group has continued to meet virtually, with the current focus being wellbeing, intervention, and Display Screen Equipment self-assessments for all employees.

The group have cascaded all corporate health and safety bulletins and undertaken regular monitoring to ensure a biennial DSE assessment has been completed for employees within the Business World system. Heads of Service and managers have had regular wellbeing 'check ins' with their employees and completed Occupational Health assessments if additional support is required.

- 3.5 The annual report 2022/2023 (Appendix 1) provides information on the implementation of the Council's health, safety and wellbeing policy including the management of health and safety within the service; oversight arrangements for health and safety management; and overview of health and safety during 2022/2023.
- 3.6 The action plan 2023/2024 identifies areas for future and continued action which is included as Appendix 2 to this report. The action plan is monitored on a quarterly basis by the service's health and safety working group and an annual progress report will be presented to the Finance, Resources and Customer Services Policy Board in Spring 2024. Priority will be given to ensure any current actions relating to Community Learning & Development are transferred across and incorporated into the service action plan.
- 3.7 The preparation of this annual report and action plan has been supported by the Finance and Resources, People and OD (FAR, People & OD) Health and Safety Team.

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## Implications of the Report

1. **Financial Implications** – None.
2. **HR & Organisational Development Implications** – This report has taken into account the restructuring of services with Community Learning & Development now part of the Chief Executives Service and procurement having left the service and now report to Finance & Resources.
3. **Community/Council Planning Implications** – None.
4. **Legal Implications** – None.
5. **Property/Assets Implications** – None.
6. **Information Technology Implications** – None.
7. **Equality & Human Rights Implications** - 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 Implications** - The report supports and demonstrates the Council and the Chief Executive's service's commitment to ensuring effective health and safety management.
  9. **Procurement Implications** - None.
  10. **Risk Implications** - The report supports the overarching management of risk within Renfrewshire Council.
  11. **Privacy Impact Implications** - None.
  12. **Cosla Policy position** – None.
  13. **Climate Risk** – None.
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#### **List of Background Papers**

None

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## CHIEF EXECUTIVE'S SERVICE



# ANNUAL HEALTH & SAFETY REPORT

## Overview of 2022/2023



**Renfrewshire**  
Council

## **1. Introduction**

- 1.1 This annual report has been prepared by the Chief Executive's Service in accordance with Renfrewshire Council's Health, Safety and Wellbeing Policy and Plan as well as the Corporate Health, Safety and Wellbeing Strategy 2019-2022 the purpose of which is to evaluate the health and safety performance of the service and set future health and safety objectives.

## **2. Management of health and safety within the service**

- 2.1 The corporate policy on health, safety and wellbeing was revised and approved in December 2021. The current policy outlines the organisational responsibilities of the Chief Executive, managers, employees and others (eg. fire wardens, first aiders) with regard to health and safety. The following details are included:
- the health and safety arrangements within the service;
  - the specific information regarding health and safety advice and training; and
  - how to raise health and safety concerns and how to report an accident.
- 2.2 The policy is available for employees to read within the service or from [the Chief Executive's Service health and safety page on the intranet](#). While the Chief Executive has overall responsibility for the implementation of the policy, the Senior Management Team and managers have a general responsibility to ensure that safe conditions of work apply at all times.
- 2.3 The service's strategy aims to ensure that health and safety is an integral part of the overall management of the service and the service continually seeks ways to ensure a safe workplace for all employees.

## **3. Organisation for implementing health and safety management**

- 3.1 The Head of Policy and Partnerships is the lead officer for health and safety within the Chief Executive's Service and is supported by the Strategy, Policy and Insight Manager who has responsibility for co-ordinating health and safety issues within the service and any areas of concern can be raised directly. This ensures that health and safety remain a high-profile issue within the service and is dealt with at a senior level. Health and safety issues can also be raised at regular section meetings and passed on to the health and safety co-ordinator to action.
- 3.2 The service's health and safety co-ordinator is a member of the Corporate Health and Safety Committee. Details of any health and safety issues relevant to the service are discussed at the quarterly meetings of the committee. These are then circulated to officers in the working group by e-mail (all employees have access to e-mail) who then disseminate the information locally to managers and employees. This should then be discussed at team meetings at which health and safety is expected to be a standing agenda item.



- 3.3 In addition to the functions listed above, the Health and Safety Committee enables members to raise health and safety issues that cannot be resolved at local level or to share lessons learned. The committee provides a mechanism to enable consistent practice across the Council through its members. It is recognised that local manager buy-in to this process is imperative.
- 3.4 The service has a working group which meets quarterly. It is made up of representatives from across the service and a member of the Health and Safety team. Key priorities this year were Display Screen Equipment self-assessments (given that home working was prevalent across the Council), ensuring general and fire risk assessments are in place and current, and the introduction of the revised incident/accident form within Business World.
- 3.5 These arrangements help promote the communication of health and safety information within the service, provide an opportunity for all officers to bring any health and safety issues to the attention of their line manager and/or health and safety co-ordinator while at the same time ensuring that health and safety retains its high profile within the service. In addition, meetings and regular one to ones allows employees to raise issues, discuss concerns and seek any health and safety information with their line manager/Head of Service.

#### **4. Overview of Health & Safety during 2022/23**

- 4.1 The service greatly utilises the communication streams including Take 5 - Staff News, employee information pages on the Council's website as well as health and safety specific communication and alerts which are circulated as required. There is a dedicated [Taking Care of our Employees' Wellbeing section](#) on the Council's website specifically for employees providing a wide variety of information including Covid-19 guidance, flu vaccination, mental health first aider contact details and financial wellbeing.

#### **5. Planning and setting standards**

- 5.1 The service works with the Health and Safety team to identify any potential occupational health risks within the service. We have identified two key areas of focus:
- undertaking/reviewing risk assessments including DSE assessments
  - employee health and wellbeing
- 5.2 The ongoing monitoring and evaluation by the service working group ensures improvement where required and along with the support of the Health and Safety team to guide and support service areas where location specific general and fire risk assessments are required. This includes The Russell Institute and InCube, High Street, Paisley after a recent refurbishment and the reintroduction of staff to these premises.
- 5.3 In addition, the events team manage a programme of public events each of which are individually risk assessed. A bespoke Event Management plan is created in

conjunction with multi agency partners and Council services for each event, with public safety the main priority.

- 5.4 2022 saw the return of a fully live events programme following the Covid pandemic. New event models were introduced moving away from one day mass gatherings to programmes spread throughout wider geographical areas and longer time periods. Crowds returned to events with numbers for some above expectations.
- 5.5 To continue the development of the safety first approach to events, the events and health and safety teams undertook further crowd science and modelling training. A crowd management expert is currently working with the events team to develop a crowd management model for the 2023 Paisley Halloween Festival, the largest event delivered by the team. In line with the incoming Protect Duty and further developing the safety of our event sites, an audit has been commissioned of event spaces to look at the most appropriate method of Hostile Vehicle Mitigation.
- 5.6 The Executive Events Group chaired by the Head of Marketing, Comms and Events with membership from Events, Health and Safety, Civil Contingencies, Risk Management and Regulatory Services have oversight of all event management plans and provide final sign off on the major events management and delivery plans.
- 5.7 Arrangements are in place to ensure that all employees undertake the display screen equipment iLearn training course on the Council's intranet and a display screen equipment self-assessment is carried out by all employees using the form located on Business World. DSE self-assessments should be carried out two-yearly or more frequently if there have been any significant changes to the employee workstation or if the employee starts to experience any pain/discomfort. These assessments ensure that all workstations within the service comply with best practice. New and expectant mother risk assessments are also carried out; other hazards should also be considered within risk assessments which may include stress or lone working as examples.
- 5.8 Fire safety is a highlighted risk within the service and this is controlled by fire evacuation drills, risk assessments and training, including mandatory Evacuation Process Renfrewshire House iLearn course - all of which raise awareness amongst employees.

## **6. Training**

- 6.1 Health and Safety training is integral to the service's approach to health and safety. Courses are included in the corporate training planner as well as a number of modules on iLearn. Training can be undertaken digitally (iLearn) or face to face either in person or online (MS Teams). Training is a standing action included in the Health and Safety Action Plan (Appendix 2).
- 6.2 The Evacuation Process Renfrewshire House mandatory iLearn course was launched in February 2023 outlining the responsibilities to ensure that everyone can be evacuated from Renfrewshire House quickly and safely.
- 6.3 Employees who attend health and safety training are reminded that course evaluations should be undertaken by the delegate to provide feedback.

## 7. Active monitoring

- 7.1 The Chief Executive's service health and safety working group is made up of representatives from across the service and a member of the Health and Safety team. The working group meets quarterly, monitoring actions through the reporting year. Any information communicated via the corporate health and safety committee is also raised and discussed with the group including for example risk assessment reviews, iLearn or face to face health and safety training.
- 7.2 The Health and Safety team are reviewing the corporate approach to managing workplace exposure to blood borne viruses which had been previously paused during the covid pandemic. There is a council wide working group in place which includes linking with Occupational Health. Within our service this primarily affects the Building Standards team and the Health and Safety team has met with the manager.

## 8. Re-active monitoring

- 8.1 Re-active monitoring includes analysing accidents and incidents reported to identify and implement accident prevention programmes. Historically the number of accidents and incidents reported within the Chief Executives service has been low. However, the working group continued to encourage a culture of accident/incident reporting within the service.

**Table 1 – No of service reported accidents/incidents per reporting year**

Reporting Year	Who was involved?	Accident/Incident Description	Severity	Outcome
2020/21	-	-	-	-
2021/22	-	-	-	-
2022/23	1 x Employee	Another kind of accident (removal of PPE footwear)	Minor	Employee supported after incident
	1 x Employee	Violence & Aggression (V&A)	Incident	Management actions to review procedures for visiting clients and review risk assessment. V&A training requested.

- 8.2 During the last reporting year there were a total of two accidents / incidents reported with both involving employees. One was an injury sustained when removing Personal Protective Equipment (PPE) footwear and the other was a violent and aggressive incident involving a front facing member of staff.

## 9. Health and safety management actions 2022/23

- 9.1 Employees will continue to undertake or review their DSE self-assessment directly on Business World which will be reviewed by managers and, where required advice and guidance can be requested from the Health and Safety team ensuring appropriate procedures and practices are implemented.

- 9.2 At the start of January 2023, the new Incident/Accident form was launched within Business World with revised corporate guidance including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) reporting arrangements published on the intranet for reference.
- 9.3 The service has made good progress towards achieving health and safety objectives and a number of these will be continued into next year. This includes:
- awareness and compliance with the Council's Corporate Policy on Health, Safety and Wellbeing;
  - Monitor and review all work place risk assessments to ensure they remain suitable and sufficient and maintain the service's risk assessment register. This will include safe working procedures for employees;
  - Encourage and monitor health and safety training on iLearn and in-person training as required and determined by employee activities and roles. This would include all mandatory health & safety training; and
  - Ensure all service areas are represented at the Chief Executive's health and safety working group, including after any service reviews/restructures.
- 9.4 Appendix 2 sets out the Health and Safety Action Plan for 2023/24 and will be further developed to ensure that any current actions relating to Community Learning & Development are transferred and incorporated into the service current plan with the aim to develop any new actions as required.

## **10. Conclusion**

- 10.1 Health and safety remains a key priority within the Chief Executive's Service. Health and safety is viewed as the responsibility of all employees and information, training, advice and guidance is provided on this basis. The involvement and support of all employees (including their representatives) is sought in ensuring the working environment is safe and secure for all employees and visitors.

**Chief Executive's Service Health and Safety Action Plan 2023-2024****Appendix 2**

<b>Action Code</b>	<b>Action Title</b>	<b>Due Date</b>
CEH&S23.01	Recognise the Council's Health & Wellbeing Strategy ensuring all employees are aware of initiatives and participate where relevant / required, including any related performance management measures	31-Mar-2024
CEH&S23.02	Awareness and compliance with the revised Council's Corporate Policy on Health, Safety and Wellbeing (Dec 2021).	31-Mar-2024
CEH&S23.03	Monitor and review all work place risk assessments to ensure they remain suitable and sufficient and maintain the service's risk assessment register. This will include safe working procedures for employees.	31-Mar-2024
CEH&S23.04	Implement and monitor a manager led health and safety inspection programme across all service locations.	31-Mar-2024
CEH&S23.05	Ensure managers include health and safety as part of the induction process for new employees.	31-Mar-2024
CEH&S23.06	Encourage and monitor health and safety training on iLearn and in-person training as required and determined by employee activities and roles. This would include all mandatory health & safety training.	31-Mar-2024
CEH&S23.07	Continue to record and monitor any workplace accidents involving employees in the Chief Executive's service.	31-Mar-2024
CEH&S23.08	Ensure that all events planned have an individual event manual which includes health and safety.	31-Mar-2024
CEH&S23.09	Ensure all service areas are represented at the Chief Executive's health and safety working group, including after any service reviews/restructures.	31-Mar-2024
CEH&S23.10	Ensure that any active actions relating to Community Learning & Development are transferred into this plan	31-Mar-2024





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

**On:** 08 June 2023

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**Report by:** Director of Finance and Resources and The Chief Officer, Renfrewshire Health & Social Care Partnership

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**Heading:** Provision of Adult Residential Services at Cherrywood Care Home (RC-CPU-22-274)

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1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a Contract for the Provision of Adult Residential Services at Cherrywood Care Home.

1.2 The recommendation to award this Contract follows a procurement exercise which was conducted as a Negotiated Procedure without Prior Publication in accordance with the Council's Standing Orders Relating to Contracts and Regulation 76 of the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.

1.3 A Contract Strategy was approved by the Strategic and Commercial Procurement Manager; the Chief Finance Officer, Renfrewshire Health and Social Care Partnership (RHSCP) and the Head of Mental Health, Addictions and Learning Disability Services, RHSCP on the 02 February 2023.

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## 2. **Recommendations**

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

- 2.1 For Provision of Adult Residential Services at Cherrywood Care Home to The Mungo Foundation.
- 2.2 For a period of 3 years, plus the option to extend for a period of 1 year on two occasions (3+1+1); any extension to the contract will be at the discretion of Renfrewshire Council and subject to both funding and satisfactory operation and performance during the initial period of the Contract.
- 2.3 The anticipated Commencement Date is 01 July 2023; the exact date will be confirmed in the Council's Letter of Acceptance.
- 2.4 For up to a maximum value of £6,402,466 for the entire period of the Contract, including extensions where implemented; (£1,280,492 per annum).

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## 3. **Background**

- 3.1 This Contract will replace an existing contract between The Mungo Foundation and Renfrewshire Council on behalf of Renfrewshire Health and Social Care Partnership which expires on 30 June 2023.
- 3.2 The Contract is for the provision of a Provision of Adult Residential Services at Cherrywood Care Home (Elderslie Project, Cherrywood Road CS2004060920). The service is specifically for people over the age of 18 and who have been diagnosed and assessed with a learning disability and may have associated communication difficulties and/or physical disabilities; the service provides accommodation and suitable individualised support and care services.
- 3.3 The Invitation to Contract required The Mungo Foundation to demonstrate continued compliance with current guidance and legislation to ensure the promotion of health and wellbeing.
- 3.4 The procurement process for this Contract was conducted as a Negotiated Procedure without Prior Publication in accordance with the Council's Standing Orders Relating to Contracts and Regulation 76 of the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.



- 3.5 The Mungo Foundation was invited to respond to the Council's Invitation to Contract which was published on 28 February 2023 with a tender return deadline of 12 noon on 31 March 2023.
- 3.6 In accordance with Council Standing Order relating to Contracts 11.5, the submission from The Mungo Foundation was evaluated and met the predetermined criteria in the form of the Single Procurement Document (SPD).
- 3.7 The submission from The Mungo Foundation was evaluated by the Renfrewshire Health and Social Care Partnership, Corporate Procurement Unit, Risk Management and Health and Safety, and met the award criteria as set out within the Invitation to Contract.
- 3.8 Community Benefits were requested as part of this procurement process. The Mungo Foundation has confirmed the following benefits will be delivered as part of the Contract:

Community Benefit	Number Offered
S/NVQ (or equivalent) for New Employee, Existing Employee, Supply Chain Employee	3
Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training and from an identified priority group)	2
Industry Awareness Events: Schools/Invest in Renfrewshire – Employability/Further Education	1

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## Implications of the Report

- Financial** – Will be met by Renfrewshire Health and Social Care Budget.
- HR & Organisational Development** - None.
- Community/Council Planning** –  
Renfrewshire Community Plan (2017 – 2027)
  - Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities;
  - Our Renfrewshire is fair: Addressing the inequalities which limit life chances;

- Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm

### Renfrewshire's Health and Social Care Partnership 2022-2025 Strategic Plan

- Connected Futures
  - People are supported to recover, or manage disabilities and long-term conditions, and to live as safely and independently in their own home or community as possible.
- Empowered Futures
  - People access the right care at the right time and place and are empowered to shape their support at every stage of life.

4. **Legal** - This procurement process was conducted as a Negotiated Procedure without Prior Publication in accordance with the Public Contracts (Scotland) Regulations 2015 as amended, for a Social and other Specific Services Contract and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – The Health and Safety submission from The Mungo Foundation was evaluated by Corporate Health and Safety and satisfied the Council's requirements.
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 insurances submitted by The Mungo Foundation were assessed by Renfrewshire Council's Risk Officer and satisfied the Council's requirements.
11. **Privacy Impact** - The contract contains Renfrewshire Council's General Conditions of Contract (Health and Social Care) data protection provisions. The Mungo Foundation will be a Data Controller and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data to those receiving a service under this Contract.
12. **Cosla Policy Position** – None.
13. **Climate** - None

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**List of Background Papers - None**

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**Author:** Shona Brydson, Senior Procurement Specialist, Corporate Procurement Unit – [shona.brydson@renfrewshire.gov.uk](mailto:shona.brydson@renfrewshire.gov.uk)





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

**On:** 08 June 2023

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**Report by:** The Chief Executive and the Chief Officer, Renfrewshire Health and Social Care Partnership

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**Heading:** Provision of a Specialist Dementia Day Care Service (RC-CPU-22-113)

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a contract for the Provision of a Specialist Dementia Day Care Service.
- 1.2 The recommendation to award this Contract follows a procurement exercise which was conducted as a Negotiated Procedure without Prior Publication in accordance with the Council's Standing Orders Relating to Contracts and Regulation 76 of the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.
- 1.3 A Contract Strategy was approved by the Strategic and Commercial Procurement Manager on the 16 February 2023; the Chief Finance Officer, Renfrewshire Health and Social Care Partnership (RHSCP) on 21 February 2023 and the Head of Health and Social Care, RHSCP on 24 February 2023.
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## 2. **Recommendations**

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

2.1.1 To award a Contract for Provision of a Specialist Dementia Day Care Service to Alzheimer Scotland – Action on Dementia.

2.1.2 To award for a Contract Period of 3 years (36 months), with no extensions, the anticipated Commencement Date is 01 July 2023; the exact date will be confirmed in the Council's Letter of Acceptance; and

2.1.3 To award the Contract for up to a maximum value of £757,419 excluding VAT (£252,473 per annum).

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## 3. **Background**

3.1 This Contract will replace the existing Contract between Alzheimer Scotland – Action on Dementia and Renfrewshire Council which expires on 30 June 2023.

3.2 This Contract is for the Provision of a Specialist Dementia Day Care Service. The Service will provide support to adults with dementia and their families, who reside in Renfrewshire. The Service is required throughout the year and will provide supportive, flexible day opportunities provided in mornings and afternoons for people. The Day Care Service operates from a base in Paisley. The support will be personalised to each individual person's requirements and may include:

- Support for people who have cognitive difficulties or complex needs that cannot be met in other services;
- Support with behaviours associated with dementia;
- Support with social isolation; and
- Support for carers.

3.3 The procurement process for this Contract was conducted as a Negotiated Procedure without Prior Publication in accordance with the Council's Standing Orders Relating to Contracts and Regulation 76 of the Public Contracts (Scotland) Regulations 2015, as amended for Social and Other Specific Services. The Negotiated Procedure was selected to provide continuity for people currently accessing the service through the current Contract.

- 3.4 Alzheimer Scotland – Action on Dementia was invited to respond to the Council’s Invitation to Contract which was published on 27 February 2023 with a tender return deadline of 12 noon on 27 March 2023.
- 3.5 In accordance with Council Standing Order relating to Contracts 11.5, the submission from Alzheimer Scotland – Action on Dementia was evaluated and met the predetermined criteria in the form of the Single Procurement Document (SPD).
- 3.6 Alzheimer Scotland – Action on Dementia’s submission was evaluated by the Renfrewshire Health and Social Care Partnership, Corporate Procurement Unit, Risk Management and Health and Safety, and met the award criteria as set out within the Invitation to Contract.
- 3.7 Community Benefits were requested as part of this procurement process. Alzheimer Scotland – Action on Dementia has confirmed the following benefits will be delivered as part of the Contract:

Community Benefit	Number Offered
Work experience placement offered for a 16+ year old	1
Work experience placement offered for a 14+ year old	1
Industry Skills Transfer to schools	4

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## Implications of the Report

1. **Financial** – Will be met by Renfrewshire Health and Social Care Budget.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** –
  - Our Renfrewshire is well – Supporting the wellness and resilience of our citizens and communities.
  - Tackling isolation and loneliness, by connecting people to their communities, and to services.
  - Enable people to live healthier, for longer, by supporting our older population to stay active.

- Our Renfrewshire is safe – Protecting vulnerable people and working together to manage the risk of harm.
4. **Legal** – The procurement process was conducted as a Negotiated Procedure without Prior Publication in accordance with the Public Contracts (Scotland) Regulations 2015 for a Social and other Specific Services Contract and the Council’s Standing Orders Relating to Contracts.
  5. **Property/Assets** – None.
  6. **Information Technology** – None.
  7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
  8. **Health & Safety** – The Health and Safety submission from Alzheimer Scotland – Action on Dementia was evaluated by Corporate Health and Safety and satisfied the Council’s requirements.
  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 insurances submitted by Alzheimer Scotland – Action on Dementia was assessed by Renfrewshire Council’s Risk Officer and satisfied the Council’s requirements.
  11. **Privacy Impact** – The Contract contains Renfrewshire Council’s General Conditions of Contract data protection provisions. Alzheimer Scotland – Action on Dementia will be a Data Controller and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data to those receiving a service under this contract.
  12. **Cosla Policy Position** – None.
  13. **Climate** – None.



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## List of Background Papers – None

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

**On:** 08 June 2023

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**Report by:** Director of Finance and Resources, Director of Children's Services and the Chief Officer, Renfrewshire Health & Social Care Partnership

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**Heading:** Provision of a Carers Centre (RC-CPU-22-319)

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a contract for the Provision of a Carers Centre.
  - 1.2 The recommendation to award this Contract follows a procurement exercise which was conducted as a Negotiated Procedure without Prior Publication in accordance with the Council's Standing Orders Relating to Contracts and Regulation 76 of the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.
  - 1.3 A Contract Strategy was approved by The Strategic and Commercial Procurement Manager on 04 July 2022 and The Chief Finance Officer, Renfrewshire Health and Social Care Partnership (RHSCP) on 22 August 2022.
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## 2. **Recommendations**

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

- 2.1 For Provision of a Carers Centre to Renfrewshire Carers Centre.
- 2.2 For a period of 3 years, with no option to extend. The anticipated Commencement Date is 01 July 2023; the exact date will be confirmed in the Council's Letter of Acceptance.
- 2.3 Up to a maximum value of £1,963,125 excluding VAT for the entire period of the contract; (£654,375 per annum).

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## 3. **Background**

- 3.1 This Contract will replace an existing contract between Renfrewshire Carers Centre and Renfrewshire Council which expires on 30 June 2023.
- 3.2 The contract is for the Provision of a Carers Centre. The contract provides a range of support for carers in Renfrewshire including offering one to one support with an aim to support carers in their caring role and provide opportunities to have a life outside of their caring responsibilities.
- 3.3 Following a review of these type of services this new contract will offer continuity of support for people using the service.
- 3.4 The procurement process for this Contract was conducted as a Negotiated Procedure without Prior Publication in accordance with the Council's Standing Orders Relating to Contracts and Regulation 76 of the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.
- 3.5 Renfrewshire Carers Centre was invited to respond to the Council's Invitation to Contract which was published on 08 March 2023 with a tender return deadline of 12 noon on 11 April 2023.
- 3.6 In accordance with Council Standing Order relating to Contracts 11.5, the submission from Renfrewshire Carers Centre was evaluated and met the predetermined criteria in the form of the Single Procurement Document (SPD).

- 3.7 The submission from Renfrewshire Carers Centre was evaluated by the Renfrewshire Health and Social Care Partnership, Corporate Procurement Unit, Risk Management and Health and Safety, and met the award criteria as set out within the Invitation to Contract.
- 3.8 Community Benefits were requested as part of this procurement process. Renfrewshire Carers Centre has confirmed the following benefits will be delivered as part of the contract:

Community Benefit	Number Offered
Modern Apprenticeship	1
Industry Awareness Events: Schools/Invest in Renfrewshire – Employability/Further Education	6

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## Implications of the Report

1. **Financial** – Will be met by Renfrewshire Health and Social Care Budget.
2. **HR & Organisational Development** - None.
3. **Community/Council Planning** –

### Renfrewshire Council Plan 2022-2027

- Fair - nurturing bright, happy and healthy futures for all
  - Equipping parents and carers with the information, skills and support they need to ensure positive outcomes for children and young people in their care, whilst providing opportunities for parents and carers to shape the services that impact them;
  - Supporting carers, unpaid carers and young carers (including our own employees who have caring responsibilities), ensuring they are able to access good advice, that our services are shaped to make their lives easier, and that they are able to look after their own health and wellbeing as well as the person they care for.

### Renfrewshire's Health and Social Care Partnership Adult Carers' Strategy

- This sets out a preventive approach to supporting carers to continue in their caring role, whilst not compromising their own health and wellbeing. This Strategy is currently being refreshed for 2022-25, including consultation with unpaid carers but will continue to provide support in line legislative requirements.

#### Renfrewshire's Health and Social Care Partnership 2022-2025 Strategic Plan

- The Plan recognises the role carers have in supporting people in Renfrewshire and commits to supporting the health and wellbeing of carers through 4 Themes for a Sustainable Future: Healthier, Connected, Enabled and Empowered.
4. **Legal** - This procurement process was conducted as a Negotiated Procedure without Prior Publication in accordance with the Public Contracts (Scotland) Regulations 2015 as amended, for a Social and other Specific Services contract and the Council's Standing Orders Relating to Contracts.
  5. **Property/Assets** - None
  6. **Information Technology** - None
  7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** – The Health and Safety submission from Renfrewshire Carers Centre was evaluated by Corporate Health and Safety and satisfied the Council's requirements.
  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 insurances submitted by Renfrewshire Carers Centre were assessed by Renfrewshire Council's Risk Officer and satisfied the Council's requirements.

11. **Privacy Impact** - The contract contains Renfrewshire Council's General Conditions of Contract data protection provisions. Renfrewshire Carers Centre will be a Data Controller and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data to those receiving a service under this contract.
12. **Cosla Policy Position** – None.
13. **Climate** - None

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**List of Background Papers - None**

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

**On:** 08 June 2023

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**Report by:** Report by the Director of Finance and Resources and the Director of Children's Services

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**Heading:** Access to Counselling in Schools (RC-CPU-22-251)

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a contract for Access to Counselling in Schools.
- 1.2 The recommendation to award this Contract follows a procurement exercise which was conducted as an Open Procedure for an above GPA threshold contract in accordance with the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.
- 1.3 A Contract Strategy for this contract was approved by the Head of Schools (Senior Phase & Inclusion), Children's Services on 30 January 2023 and the Strategic Commercial and Procurement Manager on 31 January 2023.

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**2. Recommendations**

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

- 2.1 For Access to Counselling in Schools, reference RC-CPU-22-251 to Therapeutic Counselling Services Limited.
  - 2.2 The commencement date of the contract is anticipated to be the 01 September 2023 for 34 months until 30 June 2026; the actual dates for this contract will be confirmed in the Council's Letter of Acceptance.
  - 2.3 At a contract value of up to a maximum of £1,247,000.00 (£36,676.47 per month) excluding VAT for the 34 month contract period.
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### 3. **Background**

- 3.1 The recommendations and actions from the Mental Health Strategy 2017-27 highlight the significant need to provide opportunities for early intervention and prevention to avoid the unnecessary escalation of emotional distress in children and young people. By promoting positive mental health in children and young people from an early age, the range of positive school outcomes such as: attitudes to learning, better attendance and lower exclusion rates will greatly increase.
- 3.2 The Scottish Government has demonstrated ongoing commitment to supporting positive mental health of children and young people in schools. This support includes continued funding to local authorities to ensure that schools have access to counselling services. These counselling services are focused on prevention and early intervention and include supports for positive mental health and wellbeing as well as for emotional distress.
- 3.3 The provision of Access to Counselling in Schools within Renfrewshire schools will support delivery of one of Renfrewshire Council's strategic priorities "to reduce inequalities and deliver improved health and wellbeing outcomes for children and young people". This will be a universal counselling service accessible to children and young people in primary, secondary and ASN schools, with services predominantly delivered in a school setting.
- 3.4 The procurement process for this contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015, as amended, for a Social and Other Specific Services Contract using the Open Procedure and the Council's Standing Orders Relating to Contracts.

A contract notice was published on 07 February 2023 on the Find a Tender Service, the tender was also published and available on this date. The Tender submission deadline was 12:00 on 09 March 2023.

3.5 During the tendering period, ten (10) economic operators expressed an interest in the tender opportunity with four (4) responses submitted and a further six (6) economic operators who failed to respond. A list of economic operators who submitted a tender response (tenderers) is detailed in 3.7 of this report.

3.6 In accordance with Standing Order relating to Contracts 11.5, the four (4) received tender submissions were each evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (SPD) by representatives from Children's Services, Corporate Procurement Unit, Risk Management and Health and Safety. All tenderers confirmed compliance with the minimum selection criteria set within the SPD. Each tender submission was then evaluated against the published award criteria of 80% Quality and 20% Price.

3.7 The scores relative to the Award Criteria for each of the four (4) Tenderers are noted below:

<b>Tenderer</b>	<b>Quality (80%)</b>	<b>Price (20%)</b>	<b>TOTAL</b>
Therapeutic Counselling Services Limited	79.25%	18.91%	<b>98.16%</b>
RAMH	59.75%	20.00%	<b>79.75%</b>
The Glasgow Council on Alcohol	50.50%	19.04%	<b>69.54%</b>
Youth Interventions	23.00%	18.93%	<b>41.93%</b>

3.8 The evaluation of the tender submissions received identified that the tender submitted by Therapeutic Counselling Services Limited was the most economically advantageous tender submission.

3.9 Community Benefits were requested as part of this procurement process. Therapeutic Counselling Services Limited has confirmed the following will be delivered as part of the contract:

<b>Community Benefit</b>	<b>Number Offered</b>
Job for an unemployed individual	1
Industry Awareness Events	3
Industry Skill Transfer to Schools.	3
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	3

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## Implications of the Report

1. **Financial** – Will be met by Children’s Services, through Scottish Government funding streams.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** –
  - Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities:
    - Promoting wellbeing and good mental health, particularly in our young people;
    - Developing strong community-based services that respond to local need.
  - Our Renfrewshire is fair: Addressing the inequalities which limit life chances:
    - Ensuring our children get the best possible start in life;
    - Addressing the poverty related attainment gap, and young people can achieve success after school;
    - Tackling health inequalities and narrowing the gaps in healthy life expectancy.
  - Place – working together to enhance wellbeing across communities:
    - We want children to grow up excited, inspired and encouraged to fulfil their potential in Renfrewshire and want them to continue to stay here.
  - Fair – nurturing bright, happy and healthy futures for all:
    - Protecting the most vulnerable members of our communities, including children and young people who are at risk;
    - Supporting and nurturing children and families, with particular focus on early intervention and mental health and wellbeing, to ensure positive outcomes for children and young people;

- Enhancing supports around mental health and wellbeing, including school-based mental health and wellbeing programmes and the provision of early help services to those in need
  - Raising educational attainment while ensuring equity for all our children and young people.
4. **Legal** – This procurement was carried out in accordance with the procedures for an above GPA Threshold contract under the Public Contracts (Scotland) Regulations 2015 as amended for a Social and Other Specific Services contract and the Council's Standing Orders Relating to Contracts.
  5. **Property/Assets** – None.
  6. **Information** – None.
  7. **Equality & Human Rights** - The Recommendations contained within this report may be assessed in relation to their impact on equalities and human rights by Children's Services.
  8. **Health & Safety** - The Health and Safety submission has been assessed by Corporate Health and Safety Officers, Therapeutic Counselling Services Limited were deemed to meet the necessary requirements.
  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 insurances submitted by Therapeutic Counselling Services Limited was assessed by Renfrewshire Council's Risk Officer and satisfied the Council's requirements.
  11. **Privacy Impact** - The contract contains Renfrewshire Council's General Conditions of Contract data protection provisions. Therapeutic Counselling Services Limited will be a Data Controller and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data to those receiving a service under this contract.
  12. **Cosla Policy Position** - None.
  13. **Climate** – None.

**List of Background Papers - None.**

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**Author:** Shona Brydson, Senior Procurement Specialist, Corporate Procurement Unit – [shona.brydson@renfrewshire.gov.uk](mailto:shona.brydson@renfrewshire.gov.uk)




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

**On:** 8 June 2023

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**Report by:** The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

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**Heading:** Contract Award: 2 Liquid Fuels Contracts

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**1. Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award 2 Supply Contracts for the Supply and Delivery of Liquid Fuels (reference RC-CPU-22-203) to

- 1) Certas Energy UK Limited t/a Scottish Fuels for the supply of AdBlue, Gas Oil A2 (Red Diesel) and Petrol ULSP; and
- 2) Highland Fuels Limited for the supply of Diesel.

1.2 The recommendation to award these 2 Supply Contracts follows a procurement exercise conducted as a Further Competition under the Crown Commercial Services National Fuels 2 Framework Agreement reference RM6177 by the Scottish Government, Scottish Procurement and Commercial Directorate ("Scottish Procurement"). National contracts for commercial utilities for water services, electricity, gas and fuel are tendered by Scottish Procurement for the Scottish public sector in order to achieve economies of scale for the sector.

1.3 A Contract Strategy was prepared by the Corporate Procurement Unit and approved by the Head of Operations and Infrastructure and the Strategic Commercial and Procurement Manager on 22 February 2023.

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## 2. **Recommendations**

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

### 2.1 Authorise the Head of Corporate Governance to award contracts for the Supply and Delivery of Liquid Fuels to:

(1) Certas Energy UK Limited t/a Scottish Fuels for the supply of AdBlue, Gas Oil A2 (Red Diesel) and Petrol ULSP; and

(2) Highland Fuels Ltd for the supply of Diesel.

Note these contracts (Call-Off Contracts) were created through a Scottish Procurement Further Competition made under an existing Crown Commercial Services National Fuels 2 Framework Agreement reference RM6177.

### 2.2 Authorise spend under both these contracts to a value of no more than £3million pounds (excluding VAT)

### 2.3 Note that both Contracts are anticipated to have call off Start Dates of 3<sup>rd</sup> July 2023, the exact date for each contract will be confirmed in the respective Order Form. The Contract end dates will be 31<sup>st</sup> March 2025.

### 2.4 Note the award of this Contract is subject to the completion of the Crown Commercial Services National Fuels 2 Framework Agreement Order Form.

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## 3. **Background**

### 3.1 National contracts for commercial utilities for water services, electricity, gas and fuel are tendered by Scottish Procurement for the Scottish public sector in order to achieve economies of scale.

### 3.2 The Council has historically utilised the Scottish Procurement arrangements for such contracts.

### 3.3 Scottish Procurement identified the Crown Commercial Services Framework Agreement for National Fuels 2 reference RM6177 established on 1<sup>st</sup> February 2021 as suitable for the Scottish public sector requirement.



- 3.4 The Framework Agreement permits the use of Further Competition procedures. Scottish Procurement identified that it could demonstrate best value for money for the Scottish public sector by using a Further Competition for this commodity.
- 3.5 Scottish Procurement conducted a Further Competition (reference CCFU22A26) for Liquid Fuels on behalf of approximate 80 Public Bodies, including this Council, under the Crown Commercial Services Framework for National Fuels 2 reference RM6177. Lot 103 (Scotland Central) has nine suppliers registered on the agreement. All nine suppliers were invited to participate in the Further Competition issued on 2<sup>nd</sup> March 2023, 4 suppliers participated in this mini competition and 2 of those submitted the most economically advantageous tenderer for the Council's requirement under Lot 103 (Scotland Central).
- 3.6 The supplier's awarded the contracts for the Council under Lot 103 will provide the services noted below:
- 1) Certas Energy UK Limited t/a Scottish Fuels for the supply of AdBlue, Gas Oil A2 (Red Diesel) and Petrol ULSP. All of which will be supplied to the Council premises at Underwood Road, Paisley.
  - 2) Highland Fuels Ltd for the supply of Diesel. Which will be supplied to the Council premises at Underwood Road, Paisley.
- 3.8 Below is a summary of the National Benefits being delivered under the CCS Framework Agreement:
- All suppliers, employees are paid at least the Scottish Living Wage
  - There are no zero hours contracts
  - Certas Energy UK Limited t/a Scottish Fuels provide employee opportunities for learning and development
  - Suppliers provide financial support and engagement to community groups and charities.
  - In line with the Government's publication "Decarbonising Transport: Setting the Challenge" Both suppliers have committed to support the Council in working to achieve the Transport Decarbonisation Plan. By promoting, monitoring and measuring what changes that can be made.

- Both Suppliers demonstrated how their organisation would work with the Council to ensure that environmental impacts (in terms of clean air, reducing the risks of harm from environmental hazards, mitigating and adapting to climate change and minimising waste) are reduced and how they would monitor and measure this.

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## Implications of the Report

### 1. **Financial**

The costs under these 2 Contracts will be financed via Environment, Housing & Infrastructure's revenue budgets.

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

### 3. **Community/Council Planning –**

- **Place** – These Contract is contributing to delivering those strong universal services we all receive, and all rely on - like safe roads, clean and well-lit streets, efficient waste and recycling - making Renfrewshire a great place to live
- **Economy** - to Certas Energy UK Limited t/a Scottish Fuels and Highland Fuels Ltd both provided information within this procurement process in regard to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.
- **Living our values** – This Contracts ensures Renfrewshire Council delivers Best Value for our citizens and customers, that we are a well governed, effective organisation

### 4. **Legal** – Scottish Procurement on behalf of the Council and other public sector bodies carried out a Further Competition under Lot 103 ( Scotland Central) of Crown Commercial Services Framework Agreement for National Fuels (ref: RM6177) in compliance with the Framework requirements.

5. **Property/Assets** - No property/asset implications have arisen or are anticipated.
  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** – Certas Energy UK Limited t/a Scottish Fuels and Highland Fuels Ltd's health and safety standards have both been assessed and evaluated by Scottish Procurement to confirm they meet the minimum requirements regarding health and safety risk.
  9. **Procurement**

The procurement procedures outlined within this report satisfied the Council that the Further Competition conducted by Scottish Procurement was an acceptable route to obtain the services required.
  10. **Risk** – Both Certas Energy UK Limited t/a Scottish Fuels and Highland Fuels Ltd's insurances have been assessed and evaluated by Scottish Procurement to confirm they meet the minimum requirements regarding insurable risk.
  11. **Privacy Impact** - No Privacy Impact Assessment requirements were identified within this procurement.
  12. **Cosla Policy Position** - No Cosla Policy Position implications have arisen or are anticipated.
  13. **Climate Risk** –The fuel being ordered under this contract is for Ultra-Low Sulphur Diesel (ULSD) which is a cleaner-burning diesel fuel that contains 97% less sulphur than low- sulphur diesel. ULSD was developed to allow the use of improved pollution control devices that reduce diesel emissions more effectively.
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## List of Background Papers

None

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

**On:** 8th June 2023

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

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**Heading:** Contract Authorisation Report for the Customer Portal and Customer Relationship Management System (Reference RC-CPU-22-307)

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## 1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Customer Portal and Customer Relationship Management System to Granicus-Firmstep Limited.
  - 1.2 The recommendation to award the Contract follows a procurement exercise conducted in accordance with Framework Schedule 5: Award Procedure and the Customer Guidance issued for Lots 1-3 of the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13 and the Council's Standing Orders Relating to Contracts for an above Government Procurement Agreement (GPA) Threshold Services contract.
  - 1.3 A Contract Strategy was approved by the Head of Digital, Transformation and Customer Services and the Strategic Commercial and Procurement Manager on the 20th April 2023.
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## **2. Recommendations**

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

- 2.1 Authorise the Head of Corporate Governance to award the Contract for the Customer Portal and Customer Relationship Management System to Granicus-Firmstep Limited, being a Call-Off Contract made under the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13, in accordance with the award procedure for this Framework.
- 2.2 The initial term of the Contract is 3 years with the Council's option to extend the Contract (extension period) for up to 12 months. The proposed Contract start date is the 2 October 2023, however, the actual date will be formally confirmed in the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13 Call-Off Contract (Order Form).
- 2.3 The Contract value for the initial 3-year term will not exceed £399,090 excluding VAT. Where the optional extension period is utilised, the additional value will not exceed £133,030 excluding VAT, with a total value of £532,120 excluding VAT.

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## **3. Background**

- 3.1 The Council has a requirement for a Customer Portal and Customer Relationship Management System. The Council launched My Account, an online self-service customer access portal in March 2016 using the Firmstep Customer Platform and Forms solution (supplied by Granicus-Firmstep Limited) and this system has enabled the Council to meet these objectives. Customers can securely access a range of council services on the Firmstep platform (including Council Tax; Benefits; Housing Rent and online payments) utilising the Improvement Service's mygovscot myaccount as the means of authentication. The Customer Portal and Customer Relationship Management has become a critical system in the delivery of customer services to Renfrewshire citizens and most of the Council services that the public used either face to face or telephone can now be accessed online via the portal.
- 3.2 The Council's current contract for Customer Portal and Customer Relationship Management System expires on 1st October 2023. The current contract Service Provider is Granicus-Firmstep Limited.
- 3.3 The Council identified the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13 (the Framework) as a suitable route to market. The

Framework consists of 4 Lots and Lot 2 of this Framework offers a suite of cloud provisioned software and associated services.

- 3.4 Following the Framework Schedule 5: Award Procedure and the Crown Commercial Services RM1557.13 G-Cloud 13 Lots 1-3 Customer Guidance Buying Process, the Council followed the steps 1-3 using search criteria and filters as detailed below:

Search Criteria Number	Search criteria and filter applied	Search Result (Suppliers)
1	Customer Self Service, Portal	19
2	CRM System	19
3	Data storage and processing locations - United Kingdom and European Economic Area (EEA)	19
4	Management access and authentication - 2 factor authentication	10
5	Management access and authentication -user name and password	10
6	Metrics Reporting -API access	3
7	Metrics Reporting -reports on request	2
8	Security certification - ISO / IEC 27001 (service security)	2
9 and 10	User authentication - 2 factor authentications and username and password	2
11 and 12	User support - email or online ticketing and phone and mail or online ticketing and phone	2

- 3.5 After applying all relevant filter and search criteria, two suppliers were identified and progressed onto stage 4 evaluation and selection. The two suppliers were Granicus-Firmstep Limited and Arrow Business Communications Limited.

In line with the step 4 evaluation and selection process, a desk top analysis of both Suppliers was conducted by Council officers against the Council's requirements and the individual Supplier Service Descriptions available on the Contract Award Service (the hosting platform for the Framework). The desk top analysis identified that Arrow Business Communications Limited solution could only partially meet the Councils requirements with regards to the scope, functional requirements and user interface however Granicus-Firmstep Limited could meet all of the requirements, therefore the Council was able to progress to stage 5 award and make a direct award under the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13 to Granicus-Firmstep Limited. The Contract will be formed using the Framework Award, Call off Contract Order Form and Call-Off Terms.

- 3.6 Community benefits were requested as part of the Framework Award Procedure and Granicus-Firmstep Limited will confirm the community benefits in the Call-Off Contract Order Form.

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## Implications of the Report

1. **Financial** – The financial status of Granicus-Firmstep Limited was assessed which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No HR & Organisational development implications have arisen or are anticipated.
3. **Community/Council Planning** –
  - Tackling inequality, ensuring opportunities for all – this contract will allow the residents of Renfrewshire to access a wide range of services online at their convenience.
  - Working together to improve outcomes – this contract will support the Council digital strategy and continue to provide the services required to the residents of Renfrewshire.



4. **Legal** - The procurement was carried out in accordance with Framework Schedule 5: Award Procedure and Customer Guidance issued for Lots 1-3 of the Crown Commercial Services G Cloud 13 Framework Agreement RM1577.13 and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** - No property/assets implications have arisen or are anticipated.
6. **Information Technology** – This contract will ensure continuation of the Customer Portal and Customer Relationship Management System that allows the citizens of Renfrewshire to access critical services via the portal rather than face to face or telephone appointments.
7. **Equality & Human Rights**  
(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – There are no health and safety implications associated with the award of this Contract.
9. **Procurement** - The procurement exercise was conducted in accordance with Framework Schedule 5: Award Procedure and the Customer Guidance issued for Lots 1-3 of the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13 and Renfrewshire Council's Standing Orders Relating to Contracts.
10. **Risk** – The insurance cover held by Granicus-Firmstep Limited were assessed as part of their appointment on to the Framework and will be reviewed by the Council's Risk Management.
11. **Privacy Impact** – Granicus-Firmstep Limited are required to adhere to the Framework conditions and Call-Off terms which include provision for Data Protection and GDPR and will also be reviewed by the Council's Information Governance team as part of the award process and agree to the Data Protection requirements as noted within the Order Form and Call-Off Contract Schedule 7.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.

13. **Climate Risk** – The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.
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#### **List of Background Papers**

None

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

**On: 8th June 2023**

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**Report by:**

**The Director of Finance and Resources**

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**Heading: Contract Authorisation Report for The Supply and Delivery of Meraki Switches and Licenses (RC-CPU-22-302)**

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**1. Summary**

- 1.1 The purpose of this paper is to seek the approval of the Finance, Resources and Customer Services Policy Board to award the Call-Off Contract for the Supply and Delivery of Meraki Switches and Licenses (RC-CPU-22-302).
- 1.2 The procurement exercise was conducted in accordance with the Call Off Contract requirements under the Crown Commercial Services Framework Agreement RM6068 Technology Products & Associated Services - Lot 2: Hardware and Associated Services and Renfrewshire Council's Standing Orders Relating to Contracts.
- 1.3 A contract strategy was approved by the Strategic Commercial and Procurement Manager and Head of Digital, Transformation & Customer Services on 1<sup>st</sup> March 2023.
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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:
    - 2.1.1 Award the Call-Off Contract for the Supply and Delivery of Meraki Switches and Licenses to Stone Technologies Limited following an e-Auction under the Crown Commercial Service Framework Agreement RM6068 Technology and Associated Services - Lot 2 Hardware and Associated Services.
    - 2.1.2 The Call-Off Contract will be for a period of 5 years, and it is envisaged that the Call-Off Contract will commence on 30<sup>th</sup> September 2023 and will expire on 29<sup>th</sup> September 2028. However, the actual Call-Off Start Date and Call-Off Expiry Date will be confirmed in the Order Form and the contract is to be awarded in accordance with the Framework Award Procedure.
    - 2.1.3 The Call-off Contract value will be £226,000 excluding VAT.
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## **3. Background**

- 3.1 The Council requires the Supply and Delivery of Meraki Switches and Licenses as part of the Switch Replacement Programme throughout Renfrewshire Council and other bodies using the Council network services.
- 3.2 A review of the procurement options identified that the Crown Commercial Services Framework Agreement (RM6068) Technology Products & Associated Services could be utilised. The procurement exercise for this Call-Off Contract was conducted in accordance with the Call-Off Award Procedure as an e-Auction under Lot 2 and in accordance with the procedures for use of Framework Agreements under the Council's Standing Orders Relating to Contracts.
- 3.3 The e-Auction was run via the Public Contracts Scotland – Tender portal on the 28<sup>th</sup> March 2023 at 11am. All 36 suppliers on Lot 2 of the RM6068 Framework Agreement were invited to participate in the e-Auction two weeks prior to the 28<sup>th</sup> March 2023. 1 supplier stated they could not meet the requirements. 2 suppliers took part.
- 3.4 The e-Auction award criterion is 100% price using the simplified award procedure under this Framework.

- 3.5 It is recommended that the Call-Off Contract under Lot 2 of the Framework, is awarded to Stone Technologies Limited who submitted the lowest price. The Contract will be formed under the Framework Award Procedure using the Order Form and relevant schedules.
- 3.6 The Call-Off Contract will be funded from the ICT budget.
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## **Implications of the Report**

1. **Financial –**

All suppliers' financial stability is evaluated by Crown Commercial Services at the time of awarding places to the RM6068 Framework Agreement and were deemed to meet the minimum requirements. This continues to be monitored by Crown Commercial Services.

2. **HR & Organisational Development**

No HR and Organisation development implications for the Council have arisen or are anticipated.

3. **Community/Council Planning –**

Working together to improve outcomes – This Contract will ensure ongoing support for the Council's requirements in relation to the ICT's Switch Replacement Programme.

4. **Legal –**

The procurement for this Call-Off Contract was carried out in accordance with the requirements of the Crown Commercial Service Framework Agreement RM6068 Technology Products and Associated Services - Lot 2 Hardware and Associated Services and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets**

No property/assets implications have arisen or are anticipated.

6. **Information Technology –**

This Call-Off Contract will ensure ongoing support for the Council's requirements in relation to the ICT's Switch Replacement Programme.

7. **Equality & Human Rights -**

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

8. **Health & Safety -**

No Health & Safety implications are anticipated.

9. **Procurement –**

The procurement exercise was conducted in accordance with the Call-Off Contract award procedure under the Crown Commercial Services (CCS) Framework Agreement RM6068 Technology Products & Associated Services - Lot 2: Hardware and Associated Services and Renfrewshire Council's Standing Orders Relating to Contracts.

10. **Risk –**

No risks are anticipated

11. **Privacy Impact –**

No Privacy Impact implication has arisen or is anticipated.

12. **Cosla Policy Position –**

No Cosla policy position implications have arisen or are anticipated.

13. **Climate Change -** No climate change implications have arisen or anticipated.

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**List of Background Papers**

- (a) None
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**To:** Finance, Resources and Customer Services Policy Board

**On:** 8<sup>th</sup> June 2023

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**Report by:** The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

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**Heading:** Contract Award: Measured Term Contract Rot Eradication, Timber Preservation and Dampness Control, (RC-CPU-21-004)

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## 1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Measured Term Contract Rot Eradication, Timber Preservation and Dampness Control, (RC-CPU-21-004) ("Contract") to City Gate Construction (Scotland) Limited.
  - 1.2 The recommendation to award the Contract follows a procurement exercise conducted in accordance with The Procurement (Scotland) Regulations 2016 and the Council's Standing Orders Relating to Contracts 1 January 2022 for a Regulated (Works) contract using the Open Procedure.
  - 1.3 A Contract Strategy was approved by the Strategic Commercial and Procurement Manager on 30<sup>th</sup> January 2023 and the Director of Communities and Housing Services on 31<sup>st</sup> January 2023.
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## 2. Recommendations

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

- (a) Authorise the Head of Corporate Governance to award a Measured Term Contract Rot Eradication, Timber Preservation and Dampness Control, (RC-CPU-21-004) to City Gate Construction (Scotland) Limited;
- (b) Authorise a Contract value of up to £4,000,000.00 excluding VAT for this Contract; Orders to carry out works will be raised by the Council as required;
- (c ) Authorise a Contract Period of 3 years with the Council having the sole option to extend for up to 12 months on two separate occasions to a Total Contract Period of 5 years. The proposed commencement date is 3<sup>rd</sup> August 2023, with the actual date confirmed in the Council's Letter of Acceptance.
- (d) Note the award of this Contract requires the provision of a Data Processor Agreement as indicated within the tender documentation.

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3. **Background**

- 3.1 Renfrewshire Council's Housing Services is responsible for providing good quality housing to its residents. The management of these properties is within the remit of the Environment, Housing and Infrastructure directorate.
- 3.2 The works that are required under this contract require a specialist contractor and the Council has no in-house provision for this specialist area.
- 3.3 The Contractor will provide specialist services in surveying and treatment of timber rot, woodworm, infestation and control of dampness to both tenanted and void Council properties.
- 3.4 To initiate this procurement process a Contract Notice was published on the Public Contracts Scotland advertising portal on 22<sup>nd</sup> February 2023 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date.



- 3.5 During the live tender period nine organisations expressed an interest in this tender. By the closing date set for the return of electronic tender submissions, 12 noon, 30<sup>th</sup> March 2023, two organisations submitted a tender response with one organisation declining to respond and six organisations providing no response.
- 3.6 In accordance with Standing Order relating to Contracts 11.5, the two tender submissions were evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (SPD) by representatives from the following Council Services: Housing Services, the Corporate Procurement Unit and Corporate Health & Safety.
- 3.7 The two tender submissions received complied with the minimum selection criteria of the SPD. The two tender submissions were each evaluated against the Award Criteria which were based on a weighting of 65% Price and 35% Quality.
- 3.8 The scores relative to the Award Criteria for each of the two tender submissions are noted below:

		<b>Price (65%)</b>	<b>Quality (35%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>City Gate Construction (Scotland) Limited</b>	65.00%	28.75%	<b>93.75%</b>
<b>2</b>	<b>Cairn Building Solutions Ltd</b>	47.90%	27.25%	<b>75.15%</b>

- 3.9 The evaluation of tender submissions received identified that the submission by City Gate Construction (Scotland) Limited was the most economically advantageous tender.
- 3.10 The Conditions of Contract governing this contract are the SBCC Measured Term Contract for use in Scotland (MTC/Scot) 2011 Edition incorporating the Employers Amendments.
- 3.11 Community Benefits were requested as part of the procurement process and City Gate Construction (Scotland) Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
Job for a young person (age 16-24) from a recognised priority group e.g. from the councils' most deprived data zones	1
Job for an unemployed individual	2
Work Experience Placement for an individual 16+ years of age	4
Work Experience Placement for an individual in full time education	4
Industry Awareness Events	4
Industry Skill Transfer to Schools	1
Business advice/support to a local SME /Social Enterprise/ Voluntary organisation	2

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## Implications of the Report

1. **Financial** – The cost of this contract requirement will be met by the Housing Revenue Account (HRA) Capital Programme budget.
2. **HR & Organisational Development** – No TUPE implications.
3. **Community/Council Planning** –
  - **Our Renfrewshire is thriving** – maximising economic growth, which is inclusive and sustainable
  - **Our Renfrewshire is well** – supporting the wellness and resilience of our citizens and communities
  - **Our Renfrewshire is fair** – addressing the inequalities which limit life chances
  - **Our Renfrewshire is safe** – protecting vulnerable people, and working together to manage the risk of harm
  - **Place**
    - Working together to ensure our neighbourhoods are safe, vibrant and attractive places to live
    - Demonstrating that Renfrewshire is a great place to live, work and visit
    - Developing our relationship with and working alongside communities on the decisions that affect them
    - Developing our approach to locality working
  - **Economy**
    - Securing wellbeing through a stronger, inclusive, and sustainable economy

- Linking opportunities too enhance economic benefits for Renfrewshire
- Creating sustainable employment opportunities
- Ensuring that all people can benefit from the inclusive growth in Renfrewshire
- Supporting people into fair work
- Matching skills and opportunities across Renfrewshire
- **Fair**
  - Reducing inequalities
  - Supporting improved health and wellbeing for our citizens
  - Empowering people with lived experience to influence service delivery
  - Protecting vulnerable people
- **Green**
  - Working with partners and communities towards a net zero Renfrewshire
  - Ensuring a just transition towards net zero, with fairness at the heart
  - Empowering people and organisations to make informed green choices
  - Integrating climate impacts into our long term strategic and financial planning
  - Planning for future climate adaptations, particularly for our most vulnerable citizens
- **Living our Values**
  - Delivering Best Value for our citizens and customers
  - Recognising and valuing our people

4. **Legal** – The Procurement of this Regulated Works Contract has been conducted as an Open Procedure in accordance with The Procurement (Scotland) Regulations 2016 and Renfrewshire Council’s Standing Orders Relating to Contracts 1 January 2022.
5. **Property/Assets** – This Contract will ensure that the Council’s housing stock is free from rot, infestation, and dampness and to provide good quality housing to residents.
6. **Information Technology** – No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – City Gate Construction (Scotland) Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency, and modern Government.
10. **Risk** – City Gate Construction (Scotland) Limited insurances have been assessed and evaluated to confirm that they meet the minimum requirements regarding insurance risk.
11. **Privacy Impact** – A Data Processor Agreement will be in place between Renfrewshire Council and City Gate Construction (Scotland) Limited.
12. **Cosla Policy Position** – No COSLA Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – The level of impact associated with provision of these works have been assessed using the Scottish Government Sustainability Test and is considered High Risk.

The Scottish Procurement Document (SPD) Environmental Management question 4C.7 was utilised as well as one information only question within the Technical Evaluation:

**Disposal of Used Materials:**

- Prior to works, operatives will complete a site survey on every property to identify any measures for minimising the quantity of waste and identify any materials that can be re-used.
- A Site Waste Management Plan for this project

- Hierarchy of control measures:
  - Reduce – lowering the amount of waste produced
  - Reuse – using materials repeatedly
  - Recycle – using materials to make new products
  - Recover – recovering energy from waste
  - Landfill – safe disposal of waste to landfill
- The Contractor encourages and incentivises their workforce on ideas to minimise waste throughout their business operations and for any works, their approach is deconstructing than demolishing. This allows the potential salvage of materials from site for future reuse, reducing waste going to landfill.
- Any reusable materials will be stored within their local storage facility and check the reusable before ordering new material.
- The Contractor ensures that their Waste Carriers operate fully integrated quality management systems.
- ISO14001:2015 and ISO9001:2015 accredited

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### List of Background Papers

(a) None

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

**On:** 8<sup>th</sup> June 2023

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**Report by:** The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

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**Heading:** Contract Award: Artificial Pitches Upgrades 2022/23 3G football pitch – Park Mains High School, Erskine, (RC-CPU-22-266)

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1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources, and Customer Services Policy Board to award a Contract for Artificial Pitches Upgrades 2022/23 3G football pitch – Park Mains High School, Erskine, (RC-CPU-22-266) to Allsports Construction & Maintenance Limited.

1.2 The recommendation to award a Contract follows a procurement exercise conducted in accordance with the Council Standing Orders Relating to Contracts 1 January 2022 for a below Regulated (Works) Contract using the Open Procedure.

1.3 A Contract Strategy was approved by the Strategic Commercial Category Manager and the Head of Property Services on 23<sup>rd</sup> March 2023.

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2. **Recommendations**

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

- (a) Authorise the Head of Corporate Governance to award a Contract for Artificial Pitches Upgrades 2022/23 3G football pitch – Park Mains High School, Erskine, (RC-CPU-22-266) to Allsports Construction & Maintenance Limited;
  - (b) Authorise the Tendered Contract Sum of £311,420.10 excluding VAT and an additional 5% contingency for any unforeseen works;
  - (c) Note the Date for Commencement of the Works is 17<sup>th</sup> July 2023 and the Date for Completion of the Works is 15<sup>th</sup> September 2023. Any changes to these dates will be confirmed in the Council's Letter of Acceptance.
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### 3. **Background**

- 3.1 Renfrewshire Council requires a competent and suitably qualified Contractor to carry out the Upgrading of the 3G football pitch at Park Mains High School in Erskine.
- 3.2 To initiate this procurement process a Contract Notice was published on the Public Contracts Scotland advertising portal on 24<sup>th</sup> March 2023 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date.
- 3.3 During the live tender period nine organisations expressed an interest in this tender. By the closing date set for the return of electronic tender submissions, 12 noon, 20<sup>th</sup> April 2023 two organisations submitted a tender response with one organisation declining and six organisations not responding.
- 3.4 In accordance with the Council's Standing Orders Relating to Contracts 1 January 2022 order 11.5, Tenderers were required to complete a Single Procurement Document (SPD) to be submitted with their tender submission. The two tender submissions were evaluated against a pre-determined set of criteria in the form of the SPD by representatives from the following Council Services: Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.5 The two tender submissions received complied with the minimum selection criteria of the SPD. The two tender submissions were each evaluated against the Award Criteria which were based on a weighting of 60% Price and 40% Quality.
- 3.6 The scores relative to the Award Criteria for each of the two tender submissions are noted below:



		<b>Price (60%)</b>	<b>Quality (40%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Allsports Construction &amp; Maintenance Limited</b>	59.34%	34.25%	<b>93.59%</b>
<b>2</b>	<b>Tony Patterson Sportsgrounds Ltd</b>	60.00%	31.25%	<b>91.25%</b>

- 3.7 The evaluation of tender submissions received identified that the submission by Allsports Construction & Maintenance Limited was the most economically advantageous tender.
- 3.8 The Conditions of Contract are the SBCC Minor Works Building Contract for use in Scotland (MW/Scot), 2011 Edition as amended and supplemented by the Employers Amendments.
- 3.9 A capital budget of £1.2m has been made available for the upgrading of artificial pitches in Renfrewshire and the costs of this Contract will be met through this budget.
- 3.10 Community Benefits were requested as part of this procurement process and Allsports Construction & Maintenance Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Industry Awareness Event	1
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	1
Non-financial support for a Social Enterprise within Renfrewshire	1

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## Implications of the Report

- Financial** – The cost for this works contract will be met by the Capital General Services Budget.
- HR & Organisational Development** – No TUPE implications.
- Community/Council Planning** –
  - Our Renfrewshire is thriving** – maximising economic growth that is inclusive and sustainable

- **Our Renfrewshire is well** – supporting the wellness and resilience of our citizens and communities
  - **Our Renfrewshire is fair** – addressing the inequalities that limit life chances
  - **Our Renfrewshire is safe** – protecting vulnerable people, and working together to manage the risk of harm
  - **Reshaping our place, our economy and our future**
    - Delivering required infrastructure
  - **Tackling inequality, ensuring opportunities for all**
    - Celebrating Youth
    - Improving mental health and wellbeing
    - Promoting active lifestyles
    - Driving attainment for all
    - Tackling the poverty related attainment gap
  - **Creating a sustainable Renfrewshire for all to enjoy**
    - Keeping local places clean and attractive
4. **Legal** – The Procurement of this Contract was conducted as a below Regulated (Works) Open Procedure in accordance with the Council's Standing Orders Relating to Contracts 1<sup>st</sup> January 2022.
5. **Property/Assets** – The contract will facilitate the upgrading of the 3G football pitch at Park Mains High School that will ensure that the Council's assets are upgraded and maintained to a performance standard.
6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Allsports Construction & Maintenance Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement** – The procurement procedures outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency, and modern Government.
10. **Risk** – Allsports Construction & Maintenance Limited insurances have been assessed and evaluated to confirm that they meet the minimum requirements regarding insurance risk.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated.
12. **Cosla Policy Position** – No COSLA Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – The level of impact associated with provision of these works have been assessed using the Scottish Government Sustainability Test and is considered High Risk.

The Scottish Procurement Document (SPD) Environmental Management question 4C.7 was utilised as well as one information only question within the Technical Evaluation:

**Re-Using, Re-Purposing or Re-Manufacturing of Materials removed from this site in support of a Circular Economy:**

- The Contractor will comply with the relevant legislation and regulations including the Scottish Governments strategic economic objectives, climate change, energy efficiency and zero waste targets.
- The Contractor will adopt a hierarchy of Reduce, Re-use and Recycle as guiding principles in line with Scotland's Zero Waste Plan.
- The Contractor will use networks such as The Community Resources Network Scotland and the Construction Materials Exchange where there is unavoidable waste.
- The Contractor is ISO9001 and ISO4001 accredited.
- The Contractors supply chain will also play their part and will be required to comply with conditions as set out in their Site Waste Management Plan for the project.

- Site inductions to staff and sub-contractors will include the awareness of good waste management and specific measures used on site, including regular Toolbox Talks which will ensure staff know how to reduce, re-use and recycle waste at the site.

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### **List of Background Papers**

(a) None

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

**On:** 8<sup>th</sup> June 2023

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**Report by:** The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

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**Heading:** Contract Award: Energy Efficiency Scotland ABS Funding Managing Agent (RC-CPU-22-353)

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## 1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Services Contract for an Energy Efficiency Scotland (Area Based Schemes) ABS Funding Managing Agent (RC-CPU-22-353) to The Wise Group, subject to the receipt of the Scottish Government grant funding award letter for Area Based Schemes.
- 1.2 The recommendation to award this NEC3 Term Service Short Contract follows a procurement exercise conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts 1 January 2022 for an above Threshold Services contract using the Open Accelerated Procedure.
- 1.3 A Contract Strategy was approved by the Strategic Commercial and Procurement Manager on 21<sup>st</sup> March 2023 and the Head of Housing Services on 29<sup>th</sup> March 2023.

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## 2. Recommendations

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

(a) Authorise the Head of Corporate Governance to award a Contract for Energy Efficiency Scotland ABS Funding Managing Agent (RC-CPU-22-353) to The Wise Group subject to the receipt of the Scottish Government grant funding award letter for Area Based Schemes;

(b) Authorise a spend to the budget value of up to;

- £120,000 per annum (Total - £360,000 for the contract duration);

but note that the likely spend will be as per the tender submission returns of up to;

- £87,491.25 for the Total of the Prices for Part 2a per annum (Total - £262,473.75 for the contract duration)

(c) Note that it is anticipated that the *starting date* will be 10<sup>th</sup> July 2023. The contract will be for a *service period* of 12 months with the Council option to extend the *service period* for up to 12 months on two separate occasions, subject to satisfactory operation and performance of the contract. Any extension to the *service period* is also subject to the availability of Scottish Government Funding for ABS.

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## 3. Background

3.1 Renfrewshire Council requires a competent and suitably qualified Managing Agent to deliver a portion of their ABS programme to eligible, privately owned, household properties throughout the Renfrewshire area in compliance with the Scottish Government Guidance of Scheme Design and Delivery.

- 3.2 The Managing Agent will identify suitable properties, gather expressions of interest and sign-up eligible householders to the ABS Scheme following Council approval. Thereafter the Managing Agent will manage any approved energy efficiency Works to the properties utilising their appointed Works Contractor.

The Managing Agent will assess eligibility of works and propose qualifying properties for the Council's approval prior to instructing works at the eligible householder property via their Works Contractor. On completion of the works and subject to the necessary checks, the Managing Agent will then invoice the Council for ABS funding for that property. The Council will then administer the drawdown of the ABS funds from the Scottish Government following the Scottish Government guidance and transfer the funding to the Managing Agent for onward payment to their appointed Works Contractor.

- 3.3 The Council has applied for Scottish Government Energy Efficiency Scotland (Area Based Schemes) Funding for this Financial Year and received a confirmation allocation letter. From the grant received, the Council will allocate up to £1,000,000 for the delivery of ABS projects associated with this Contract for the financial year 2023/24.

This funding is not guaranteed and may fluctuate within this year and within subsequent financial years, and that guidance may change in line with Scottish Government requirements. The Managing Agent fee is based on a % of the funding available for the Area Based Schemes. Renfrewshire Council will advise the Managing Agent of the funding amount available for carrying out the works for each year of the contract within 4 weeks of the receipt of the Letter of Award from the Scottish Government.

This figure of £1,000,000 for Year 1 (and the subsequent contract years) is allocated as follows;

Contract Year	Total anticipated Council allocation for ABS schemes for annum	Managing Agent Fee (Total of the Prices for Part 2a per annum)	Remaining allocation for value of energy efficiency Works per annum
Year 1	£1,000,000	£87,491.25	£912,508.75
Year 2*	£1,000,000	£87,491.25	£912,508.75
Year 3*	£1,000,000	£87,491.25	£912,508.75
TOTAL	£3,000,000	£262,473.75	£2,737,526.25

*\*optional extensions*

The percentage rates provided for year one of the contract will also be applied to years two and three if the optional extensions are exercised by the Council.

This project will be wholly-funded by grants from the Scottish Government. This Contract is therefore subject to compliance with their grant conditions.

Throughout the Contract, the Managing Agent is likely to manage and distribute funding for completion of the energy efficiency Works up to an annual maximum value of £912,508.75.

The funding for Energy Efficiency Scotland (Area Based Schemes) is not guaranteed and may fluctuate within this financial year and within subsequent financial years, and the Scottish Government guidance may also be subject to change.

It is a requirement under the contract that the specific stated insurance levels are held by the Works Contractor and it is the responsibility of the Managing Agent to ensure their Works Contractor holds and maintains those levels of insurance.

- 3.4 To initiate this procurement process a Contract Notice was published on Find a Tender Service via the Public Contracts Scotland advertising portal on 30<sup>th</sup> March 2023 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date. The procurement exercise was conducted as an above Threshold Services contract using the Open Accelerated Procedure.
- 3.5 During the live tender period, six organisations expressed an interest in this tender. By the closing date set for the return of electronic tender submissions, 12 noon on 17<sup>th</sup> April 2023, four organisations submitted a tender response and two organisations did not respond.
- 3.6 In accordance with the regulation 60 of the Public Contracts (Scotland) Regulations 2015 Tenderers submit a Single Procurement Document (SPD) with their tender submission. All four tender submissions were evaluated against a pre-determined set of criteria in the form of the SPD by representatives from the following Council Services: Communities and Housing Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.



3.7 All four tender submissions received complied with the minimum selection criteria of the SPD. The four submissions were each evaluated against the Award Criteria which were based on a weighting of 35% Price and 65% Quality.

3.8 The scores relative to the Award Criteria for each of the four tender submissions are noted below:

		<b>Price (35%)</b>	<b>Quality (65%)</b>	<b>Total (100%)</b>
1	The Wise Group	30.28%	63.00%	93.28%
2	Changeworks Resources for Life	35.00%	53.25%	88.25%
3	Surefire Management Services Limited	25.96%	51.75%	77.71%
4	Momentum 4 Ltd	26.07%	39.50%	65.57%

3.9 The evaluation of tender submissions received identified that the submission by The Wise Group was the most economically advantageous tender.

3.10 The form of Contract is the NEC3 Term Service Contract (April 2013) and the 'Z' clauses issued with the Invitation to Tender.

3.11 This budget will be fully funded from the Scottish Government Area Based Schemes grant. The net cost to the Council is zero

3.12 Community Benefits were requested as part of the procurement process and the Wise Group confirmed that the following Community Benefits would be made available to the Council for this Contract:

<b>Community Benefit Description</b>	<b>No of People/Activity</b>
Business advice/support to an SME/Social Enterprise/Voluntary organisation	2
Financial Support for a Community Enterprise	4

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## Implications of the Report

1. **Financial** - This budget will be fully funded from the Scottish Government Area Based Schemes grant. The net cost to the Council is zero

2. **HR & Organisational Development** – There are no TUPE implications.

3. **Community/Council Planning –**

- **Our Renfrewshire is thriving** – maximising economic growth that is inclusive and sustainable.
- **Our Renfrewshire is well** - supporting the wellness and resilience of our citizens and communities.
- **Our Renfrewshire is fair** - addressing the inequalities that limit life chances.
- **Our Renfrewshire is safe** - protecting vulnerable people, and working together to manage the risk of harm.
- **Creating a sustainable Renfrewshire for all to enjoy** – ensuring that housing within Renfrewshire is energy efficient and up to standard while helping to reduce resident's energy bills.

4. **Legal** - The Procurement of this Contract was conducted as an above Threshold Services contract using the Open Accelerated Procedure in accordance with the Public Contracts (Scotland) Regulations 2015 and Renfrewshire Council's Standing Orders Relating to Contracts 1 January 2022.

5. **Property/Assets** - This contract will facilitate the services of a competent and suitably qualified Managing Agent. This will ensure that the ABS programme is delivered to eligible households throughout the Renfrewshire area in compliance with the Scottish Government Guidance of Scheme Design and Delivery.

6. **Information Technology** - No Information Technology implications have arisen or are anticipated

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

8. **Health & Safety** – The Wise Group health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement** – The procurement procedures outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency, and modern Government.
10. **Risk** – The Wise Group insurances have been assessed to confirm that they meet the minimum requirements regarding insurance risk. It is also a requirement under the contract that the specific stated insurance levels are held by the Works Contractor and it is the responsibility of the Managing Agent to ensure their Works Contractor holds and maintains those levels of insurance.
11. **Privacy Impact** – An Information Sharing Protocol will be in place for the *service period*. This will cover the Data Protection elements of the Contract; the sharing of information between the Managing Agent and the Council.
12. **Cosla Policy Position** – No COSLA Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – The Scottish Government Sustainability Test was carried out as part of the Contract Strategy for this procurement. The impact is considered low risk. The Scottish Procurement Document (SPD) Environmental Management question 4C.7 was utilised with the following response. The Managing Agent will;
- Operate an ISO 14001 Environmental Management system;
  - Reduce and, where reasonably practicable, eliminate any adverse impact on the environment arising from activities;
  - Minimise the use of energy, resources consumed and waste produced from business activities;
  - Promote resource efficiency and strive to move up the waste hierarchy wherever possible;
  - Comply with and, wherever possible, exceed the requirements of appropriate legislative bodies and the environmental requirements of our customers, funders and stakeholders;
  - Inform and train staff in understanding and fulfilling their environmental responsibilities and those of the company;
  - Make appropriate resources available to manage environmental performance and ensure roles, responsibilities and authorities are defined;
  - Establish and measure environmental performance against specific objectives and targets; and
  - Review the Environmental Management System (EMS) regularly at senior management level.
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## List of Background Papers

(a) None

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

**On:** 8<sup>th</sup> June 2023

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**Report by:** The Director of Finance and Resources and the Director of Environment, Housing, and Infrastructure

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**Heading:** Contract Award: Render Improvement Works to Speirsfield and Camphill Courts, Paisley (RC-CPU-22-354)

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1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Works Contract for Render Improvement Works to Speirsfield and Camphill Courts, Paisley (RC-CPU-22-354) to A C Whyte & Co Limited.
- 1.2 The recommendation to award the Contract follows a procurement exercise conducted in accordance with the Council's Standing Orders Relating to Contracts 1 January 2022 for a below Regulated (Works) contract using the Open Procedure.
- 1.3 A Contract Strategy was approved by the Strategic Commercial and Procurement Manager and Director of Communities and Housing on 22<sup>nd</sup> December 2022 and an amendment to the strategy made on 22 March 2023.

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## 2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Service Policy Board:
- (a) Authorise the Head of Corporate Governance to award a Contract for Render Improvement Works to Speirsfield and Camphill Courts, Paisley (RC-CPU 22-354) to A C Whyte & Co Limited;
  - (b) Authorise the Tendered Contract Sum of £716,525.00 excluding VAT, and an additional 10% contingency for any unforeseen works;
  - (c) Note that the anticipated starting date is 17<sup>th</sup> July 2023 and the completion date is 12 weeks from the Date of Commencement of the Works. Any changes to the date will be confirmed in the Council's Letter of Acceptance.

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## 3. **Background**

- 3.1 Renfrewshire Council requires a competent and suitably qualified contractor to carry out the contract for Render Improvement Works to Speirsfield and Camphill Courts, Paisley.
- 3.2 To initiate this procurement process a Contract Notice was published on the Public Contracts Scotland advertising portal on 23<sup>rd</sup> March 2023 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date.
- 3.3 During the live tender period, ten organisations expressed an interest in this tender. By the closing date set for the return of electronic tender submissions, 12 noon on 12<sup>th</sup> April 2023, six organisations submitted a tender response, one declined to respond and three organisations failed to respond.
- 3.4 In accordance with the Council's Standing Orders Relating to Contracts 1 January 2022 order 11.5, Tenderers were required to complete a Single Procurement Document (SPD) to be submitted with their tender submission. All six tender submissions were evaluated against a pre-determined set of criteria in the form of the SPD by representatives from the following Council Services: Housing Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

3.5 All six tender submissions received complied with the minimum selection criteria of the SPD. During the evaluation, one Tenderer was deemed non-compliant due to a pricing document error and was removed from the process. The remaining five tender submissions were each evaluated against the Award Criteria which were based on a weighting of 50% Price and 50% Quality.

3.6 The scores relative to the Award Criteria for each of the five tender submissions are noted below:

		<b>Price (50%)</b>	<b>Quality (50%)</b>	<b>Total (100%)</b>
1	A C Whyte & Co Limited	50.00%	46.25%	96.25%
2	Concrete Repairs Limited	47.43%	46.00%	93.43%
3	Hugh LS McConnell Limited	42.61%	49.13%	91.74%
4	Skyform (Scotland) Limited	44.48%	44.75%	89.23%
5	MP Group Limited	31.09%	42.25%	73.34%

3.7 The evaluation of tender submissions received identified that the submission by A C Whyte & Co Limited was the most economically advantageous tender.

3.8 The form of Contract is the NEC3 Engineering and Construction Short Contract (April 2013) and the 'Z' clauses contained herein.

3.9 A budget of £800,000 has been made available for this contract from the Housing Revenue Account (HRA) Capital Programme Budget. The costs of this Contract will be met through this budget.

3.10 Community Benefits were requested as part of the procurement process and A C Whyte & Co Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

<b>Community Benefit Description</b>	<b>No of People/Activity</b>
Industry Awareness Events	2
Industry Skill Transfer to Schools	1
Business advice/support to an SME/Social Enterprise/Voluntary Organisation	1
Financial Support for a Community Enterprise	1
Non-Financial Support for a Community Enterprise	1

## Implications of the Report

1. **Financial** - The cost for this Contract will be met through the Housing Revenue Account Capital Programme (HRA) budget.
2. **HR & Organisational Development** - No TUPE implications as this is a new requirement.
3. **Community/Council Planning –**
  - **Our Renfrewshire is thriving** – maximising economic growth that is inclusive and sustainable.
  - **Our Renfrewshire is well** - supporting the wellness and resilience of our citizens and communities.
  - **Our Renfrewshire is fair** - addressing the inequalities that limit life chances.
  - **Our Renfrewshire is safe** - protecting vulnerable people, and working together to manage the risk of harm.
  - **Tackling inequality, ensuring opportunities for all**
    - Celebrating Youth
    - Improving mental health and wellbeing
    - Promoting active lifestyles
    - Driving attainment for all
    - Tackling the poverty related attainment gap
  - **Creating a sustainable Renfrewshire for all to enjoy** – the works will ensure that the Council’s housing stock is up to standard and fit for purpose.
4. **Legal** - The Procurement of this Contract was conducted as a below Regulated (Works) Open Procedure in accordance with the Council’s Standing Orders Relating to Contracts 1 January 2022.
5. **Property/Assets** - The Contract will facilitate the Render Improvement Works to Speirsfield and Camphill Courts, Paisley. This will ensure that the Council’s assets are maintained to a safe and proper standard.
6. **Information Technology** - No Information Technology implications have arisen or are anticipated



7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** – A C Whyte & Co Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
  9. **Procurement** – The procurement procedures outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency, and modern Government. The procurement procedures outlines within this report were carried out in accordance with the Council's Standing Orders Relating to Contracts.
  10. **Risk** – A C Whyte & Co Limited insurances have been assessed to confirm that they meet the minimum requirements regarding insurance risk.
  11. **Privacy Impact** - No Privacy Impact implications have been identified or are anticipated.
  12. **Cosla Policy Position** - No COSLA Policy Position implications have arisen or are anticipated.
  13. **Climate Risk** – The Scottish Government Sustainability Test was carried out as part of the Contract Strategy for this procurement. The impact is considered low risk. The Scottish Procurement Document (SPD) Environmental Management question 4C.7 was utilised with the following response, the Contractor.
    - Is ISO 14001 accredited;
    - Will produce a Site Waste Management Plan;
    - Will produce a green travel plan to promote fuel efficient travel and transport for employees and deliveries; and
    - Will produce a traffic management plan advising of the most appropriate routes to site for deliveries to promote fuel efficiency
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## List of Background Papers

(a) None

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

**On: 08 June 2023**

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

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**Heading: Idox Software and Associated Software Maintenance (RC-CPU-22-206)**

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**1. Summary**

- 1.1 The purpose of this report is to request that the Finance, Resources and Customer Services Policy Board homologate a decision of the Head of Economy and Development Services and Head of Policy and Commissioning to award a Contract on 3 April 2023 for the provision of Idox Software and Associated Software Maintenance Services.
- 1.2 A Direct Award for the provision of Idox Software and Associated Software Maintenance Services was awarded outside the board cycle under a current Framework Agreement (Crown Commercial Services Data and Application Solutions (RM3821) Framework) to ensure continuity of the service and meet the Council's requirement for licenses.
- 1.3 A Contract Strategy for this contract was approved by the Head of Economy and Development and the Strategic Commercial and Procurement Manager on 17 March 2023.

- 1.4 The requirement to award the contract outside Finance, Resources and Customer Services Policy Board cycle was discussed and agreed with the Convener and the Depute Convener of the Finance, Resources and Customer Services Policy Board.
  - 1.5 This procurement exercise was conducted in accordance with the Call-Off Award Procedure for the Crown Commercial Services (CCS) Framework for Data and Application Solutions (RM3821), Lot 2b (Environmental and Planning).
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## 2. **Recommendations**

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

- 2.1 Homologate the action taken by the Head of Economy and Development Services and the Head of Policy and Commissioning to award the contract for the Provision of the Idox Software and associated Software Maintenance to Idox Software Ltd;
  - 2.2 Noting that the contract value will be up to £340,000.00 excluding VAT; and
  - 2.3 Noting that the contract Call-Off Start Date was 1<sup>st</sup> April 2023 and the expiry date will be on 31<sup>st</sup> March 2026, or 31<sup>st</sup> March 2027 if optional 12-month extension is exercised.
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## 3. **Background**

- 3.1 The Council had a requirement for licences, support/maintenance, and additional EDS module to undertake planning, building standards and property gazetteer management tasks. The Idox Technical Managed Service provides a fully managed technical upgrade and patch management service to ensure the Council remains at the most up to date versions of available software.

- 3.2 Due to the technical complexity and interoperability requirements, a Direct Award to Idox Software Ltd under the Crown Commercial Services (CCS) Framework for Data and Application Solutions (RM3821), Lot 2b (Environmental and Planning) was identified as a fully compliant route to procure, and one which would secure Best Value for the Council.
- 3.3 The original contract strategy for renewal, prepared in November 2022 recognised that the RM3821 Framework Agreement end date of 23 February 2023 meant that a call off contract could not be placed under this framework agreement for a contract to commence on 1<sup>st</sup> April 2023. It is not possible to start a call off contract after the original framework agreement has expired and our current contract was not due to expire until 31 March 2023, it is also not possible to have two contracts for the same requirement running concurrently.
- 3.4 On 15 February 2023, CCS advised that they had extended the RM3821 Framework Agreement until 22 May 2023. This now provided a fully compliant route for the Council to procure a longer-term contract with Idox Software Limited which would represent better value than short term options.
- 3.5 The procurement timescales required to ensure that the contract could be awarded on 3 April 2023 did not align with the timelines of the Finance, Resources and Customer Services Policy Board on 30 March 2023.
- 3.6 The proposed route to contract was discussed and agreed with the Convener and the Depute Convener of the Finance, Resources and Customer Services Policy Board, the Head of Economy and Development Services and the Head of Policy and Commissioning.
- 3.7 The Framework permits Direct Awards to be made where the requirement of the Buyer are intrinsically related to an existing system and the offering is available on the Government eMarketplace. The Idox Technical Managed Service was available under this eMarketplace platform.
- 3.8 The Contract (Call-Off Contract) is subject to the conditions of contract as stated in the Order Form issued following the Framework Call-Off Award Procedure and the Supplier's own specific terms relating to software licenses, support training and training all of which are permitted under the Framework.

3.9 The Contract costs will be met by the Revenue budget. The Payment Profile will be:

Year 1 costs £85,000.00 were payable on 1 April 2023

Year 2 costs £85,000.00 are payable on 1 April 2024

Year 3 costs £85,000.00 are payable on 1 April 2025

Year 4 costs £85,000.00 are payable on 1 April 2026 (Optional Extension Period)

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### Implications of the Report

1. **Financial** - Costs in respect of this Contract are funded from the Planning Revenue Budget.
2. **HR & Organisational Development** - No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning –**
  - **Working together to improve outcomes** – this Contract will ensure the Council continues to provide good quality services.
4. **Legal** - This procurement was carried out in accordance with the Call-Off Award Procedure under the Crown Commercial Services Framework Agreement for Data and Application Solutions (RM3821). Homologation is required as the contract value requires approval of this policy board or the Council.
5. **Property/Assets** - None
6. **Information Technology** – will align with the Council's ICT Strategy.

7. **Equality & Human Rights -**
- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – covered under the Crown Commercial Services Framework for Data and Application Solutions (RM3821)
9. **Procurement** - The procurement procedure outlined within this report ensure that the Council meets its statutory obligation to achieve Best Value. The procurement procedure was carried out in compliance with the requirements of the Public Contracts Regulations 2015 and in accordance with the Call-Off Award Procedure under the Crown Commercial Services Framework Agreement for Data and Application Solutions (RM3821).
10. **Risk** – Idox Software Ltd's insurance policies were assessed by Crown Commercial Services as part of the evaluation for the Framework. All Suppliers on the Framework are expected to maintain the relevant insurance policies for the duration of the Framework period and any call-Off Contract awarded under it. The Council will require to monitor the insurance levels after the Framework expires.
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.
13. **Climate Risk** – The level of impact associated with provision of this service is considered to be low risk.

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### List of Background Papers

none

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

**On:** 08 June 2023

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

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**Heading:** Paisley Museum Reimagined Project – Notification of Cost Increases on technical consultant appointments

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## 1. **Summary**

- 1.1 The purpose of this report is to notify the Finance, Resources and Customer Services Policy Board, in accordance with Standing Order 20.3 of the Standing Orders Relating to Contracts, of an increase in cost to the consultancy contracts listed in item 3.3 of this Report.
  - 1.2 The original contracts were approved by the Finance, Resources and Customer Services Policy Board on 28 March 2018.
  - 1.3 The reasons for the increase in costs are set out in item 3.6 of this Report.
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## 2. **Recommendations**

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

- 2.1 Note the increase in the approved Contract Sum for:
  - i. Paisley Museum Reimagined Project Multi-Disciplinary Design Team (MDDT) from £2,598,349.00 (excluding VAT) to a revised fee of £4,164,804.00 (excluding VAT);

- ii. Paisley Museum Reimagined Project – Project Management from £193,856.80 to a revised fee of £341,114.00 (excluding VAT);
    - iii. Paisley Museum Reimagined Project – Quantity Surveyor from £258,000.00 to a revised fee of £375,082.31 (excluding VAT);
  - 2.2 Note the Paisley Museum Reimagined Project Multi-Disciplinary Design Team (MDDT) contract is now anticipated to complete at the end of January 2024;
  - 2.3 Note the Paisley Museum Reimagined Project – Project Management contract and the Paisley Museum Reimagined Project – Quantity Surveyor contract are both anticipated to complete by the end of May 2024.
  - 2.4 Note that variations to each of these contracts have been negotiated and agreed with the respective Consultant in accordance with Standing Orders Relating to Contracts 34.4 and 34.5.
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### 3. **Background**

- 3.1 In January 2014 Renfrewshire Council approved the Paisley Town Centre Heritage Regeneration Strategy (The Untold Story), setting out the need for change to the function and performance of the town based on its outstanding heritage and cultural assets. The redevelopment of Paisley Museum is the signature project identified within this Strategy. The ambition is to create a world class experience for visitors and local communities, showcasing the internationally significant collections, and embodying the spirit and character of the communities of Renfrewshire and the regional connections with the World.
- 3.2 The Paisley Museum Re-imagined project team required a series of consultants including a multidisciplinary design team to prepare the detailed design for the extension / refurbishment of the building; external project management services and, external quantity surveyor services to support with the management of the design and build contracts and the exhibition design and fit out contracts.
- 3.3 On 28 March 2018 the Finance, Resources and Customer Services Policy Board approved the recommendation to award three contracts as follows:
  - i. Contract for Paisley Museum Reimagined Project Multi-Disciplinary Design Team (MDDT) to Amanda Levet Architects Limited in the Contract Sum of £2,598,349.00 (excluding VAT);
  - ii. Contract for Paisley Museum Reimagined Project – Project Management to Currie & Brown UK Limited in the Contract Sum of £193,856.80 (excluding VAT); and

- iii. Contract for Paisley Museum Reimagined Project -Quantity Surveyor to Gardiner & Theobald LLP in the Contract Sum of £258,000.00 (excluding VAT).

3.4 Since the three Consultants were appointed, the Paisley Museum Re-imagined project has encountered several challenges which have led to prolongation of these external consultant appointments and required the Council to modify these contracts to instruct additional services.

3.5 The PMR Project Team have worked closely with each Consultant over the duration of the project to mitigate the impact challenges have had on the Consultant's programme and fees planned for under the respective contract modification.

3.6 Summarised below are the key events which have impacted the project.

- Delay to the overall Paisley Museum Re-imagined project programme related to Covid-19 pandemic. The progress on the development of the design slowed down impacted by restrictions on travel and non-essential construction works and access to the buildings. The PMR project team worked closely with each Consultant to agree reduced fees which reflected the actual resource and services for the period affected by the Covid-19 pandemic. Ensuring the continuity of the Consultant's team protected the project resources and allowed the project team to resume project delivery quickly once Covid restrictions were lifted.
- Delay to the anticipated completion of the main build programme from November 2022 to January 2024. This is driven by the complexity of the works and site discoveries which impact on sequencing of the works and necessitate changes to the main build design. The Project Team require the MDDT consultant to amend designs where appropriate. For each change in scope, the MDDT consultant submits a proposal detailing the work required and associated fee. This is interrogated by the PMR Project Team to ensure it is robust, meets the requirements and ensures value for money. Additional scope changes have also been agreed with both the Project Management Consultant and Quantity Surveyor for additional services.
- The delay in main build programme has also required prolongation of these external consultant appointments to cover the services required for the duration of the main build contract this includes cost management services, project management and contract administration support as well as design checking, site supervision services. The majority of the issues encountered are Employer risk events including the identification of asbestos containing materials and unforeseen structural and ground condition complications. The Project Team have worked closely with each Consultant to agree fees which are reasonable and reflect the activities required by each consultant at each stage of the programme.

- Anticipated delay to completion of the exhibition fit out contract from November 2023 to May 2024 which is linked to the delay in the main build programme. There will be prolongation to the Project Management and Quantity Surveyor contracts to cover this period.
- 3.7 The modifications and instruction changes have been fully documented and approved in accordance with the Change Control process and the project governance, which requires the approval of the Cultural Infrastructure Programme Board prior to agreeing the final modifications / changes with each Consultant for their contract.
- 3.8 As a result of the changes noted above, these external consultant fees have increased by £1,830,785.51 across the three external consultant appointments.
- 3.9 The funding for the increase in fees for the external consultant appointments will utilise existing project resources with the Paisley Museum Reimagined project which was earmarked for contingencies.
- 3.10 This Report is submitted in accordance with Standing Order 20.3 which requires that where it becomes apparent that the total value of a contract as previously reported to the Finance, Resources and Customer Services Policy Board is likely to be exceeded by more than the greater of £100,000 or 25% of the approved contract value, that a report on the matter be submitted to the Finance, Resources and Customer Services Policy Board.

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## Implications of the Report

1. **Financial**  
The additional costs outlined in the report will be met from contingency funding within the existing project budget. Contingency funding is determined based on an assessment of the total risks inherent in each project and is anticipated to be sufficient to meet all risk classes. While the current level of contingency is sufficient to accommodate the costs outlined in the report, there is an increased risk that the total contingency funding available will be insufficient to meet all cost pressures which may materialise.
2. **HR & Organisational Development**  
Not applicable.
3. **Community/Council Planning –**
  - Reshaping our place, our economy and our future - The contracts will assist the project team in delivering the strategic aims and outcomes of the Paisley Museum Reimagined Project and manage and administer the various design and build contracts for the main build and exhibition fit out.

4. **Legal**  
The modifications to the external consultant appointments have been made in accordance with the Council's Standing Orders relating to Contracts and with consideration to Regulation 72 (1) (b) of the Public Contract Scotland Regulations 2015.
5. **Property/Assets**  
None
6. **Information Technology**  
None
7. **Equality & Human Rights**  
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety**  
None
9. **Procurement**  
The modifications were considered in accordance with the Council's Standing Orders relating to Contracts and Regulation 72 (1) (b) of the Public Contracts (Scotland) Regulations 2015.
10. **Risk**  
None
11. **Privacy Impact**  
No Privacy Impact implications have been identified or are anticipated.
12. **Cosla Policy Position**  
No Cosla Policy implications have arisen or are anticipated.
13. **Climate Risk**  
No climate risk implications have arisen or are anticipated.

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## List of Background Papers

None

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