

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

Date	Time	Venue
Thursday, 23 November 2023	10:00	Via Teams Platform,

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 Graeme Clark: Councillor Audrey Doig: Councillor Chris Gilmour: Councillor Edward Grady: Councillor Neill Graham: Councillor Robert Innes: 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

Webcasting of Meeting

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

Apologies

Apologies from members.

Declarations of Interest and Transparency Statements

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

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Report by Director of Finance & Resources.

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Report by Director of Finance & Resources.

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Report by Director of Finance & Resources.

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	Report by Director of Environment, Housing & Infrastructure.	

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	Report by Director of Finance & Resources.	
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	Joint report by Director of Finance & Resources and Director of Environment, Housing and Infrastructure.	
20	Provision of a Care at Home Service (RC-CPU-23-015)	229 - 232
	Joint report by Director of Finance & Resources and the Chief Officer, Renfrewshire Health and Social Care Partnership.	

21	Three Contracts for the Provision of a Care at Home Service (Contract references RC-CPU-23-084, RC-CPU-23-085 and RCCPU- 23-086)	233 - 240
	Joint report by Director of Finance & Resources and the Chief Officer, Renfrewshire Health and Social Care Partnership.	
22	Contract Award: New Build Housing Design and Build, Gallowhill West, Paisley (RC-CPU-22-345)	241 - 248
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	Joint Report by Director of Finance & Resources and the Director of Environment, Housing and Infrastructure.	
25	Contract Awards: Adaptation and Small Repair Service (RC-CPU-21- 231); Contract 1: Renfrewshire Council – Adaptation related service Contract 3: Renfrewshire Council – Small repair/handyperson service	265 - 272
	Joint report by Director of Finance & Resources, the Director of Environment, Housing and Infrastructure and the Chief Officer, Renfrewshire Health & Social Care Partnership.	
26	Paisley Museum Reimagined: Audio Visual & Information Communication Technology Systems Integration Contract Contract Reference: RC-CPU-23-013	273 - 278
	Joint report by the Chief Executive and Director of Finance & Resources.	
27	Contract Authorisation Report for Business Gateway Workshops and Expert Help Services (RC-CPU-23-102)	279 - 284
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28	Corporate Procurement Strategy 2023 – 2025	285 - 328
	Report by Director of Finance & Resources.	

Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 08 November 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

Representing Trades Unions

D Kent, J Boylan, S Hicks (all UNISON) and G Cochran (UNITE).

In Attendance

M Boyd, Head of People & OD, R Laouadi, HR Manager, L Cameron, Operations Manager (Locality Teams), R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR & OD Adviser, and E Gray, Senior Committee Services Officer (all Finance & Resources).

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.

Apology

M Ferguson (UNISON).

Declarations of Interest and Transparency Statements

Councillor Gilmour indicated that he had a connection to items 1, 2, 3 and 4 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 1, 2, 3 and 4 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 1, 2, 3 and 4 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.

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 30 August 2023.

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 seven grievances as at August 2023, a decrease of two 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 September 2023 and detailing the capacity and Services in which they were engaged. The report advised that as at 1 September 2023, 233 agency workers were employed across all Council Services, decrease of 14 agency workers since August 2023. Renfrewshire Health & Social Care Partnership employed 187 of those agency workers.

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

DECIDED: That the report be noted.

4 **Timetable of Meetings for 2024**

There was submitted a report by the Director of Finance & Resources relative to the proposed timetable of meetings for 2023.

The report advised that the current constitution of the Joint Consultative Board stipulated the frequency of meetings of the Board, currently requiring the Board to meet no less than five times per year. Following discussion with representatives of the management side and the trade union representatives it was proposed that meetings of the JCB Non-Teaching be held on 8 February, 18 April, 13 June, 19 September and 21 November 2024. It was agreed that all future meetings of the JCB Non-Teaching start at 3 pm.

DECIDED:

(a) That the proposed timetable for the JCB Non -Teaching meeting dates for 2024, detailed in the report, be approved; and

(b) That it be noted that future meetings of the JCB Non-Teaching would start at 3 pm.

5 **Date of Next Meeting**

DECIDED: That it be noted that the next meeting of the JCB (Non-Teaching) would be held at 3pm on 8 February 2024.



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Revenue and Capital Budget Monitoring as at 15 September 2023

1. Summary of Financial Position

- 1.1. The projected revenue outturn at 31 March 2024 for those services reporting to the Finance, Resources and Customer Services Policy Board is an overspend position of £2.159m (2.2%) against the revised budget for the year.
- 1.2. The projected capital outturn at 31 March 2024 for projects reporting to the Finance, Resources and Customer Services Policy Board is a break-even position.
- 1.3. This is summarised over the relevant services in the table below and further analysis is provided in the Appendices.

Table 1: Revenue				
Division	Revised Annual Budget £000	Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Finance and Resources	43,339	43,339	0	0.0%
Environment, Housing and Infrastructure	20,860	23,019	(2,159)	10.3%
Chief Executive's Service (Estates)	(195)	(195)	0	0.0%
Miscellaneous	32,883	32,883	0	0.0%
Total	96,887	99,046	(2,159)	2.2%

Table 2: Capital				
Division	Revised Annual Budget £000	Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Finance, Resources and Customer Services Policy Board	£9,739	£9,739	0	0

2. Recommendations

Members are requested to:

- 2.1. Note the projected Revenue outturn position detailed in Table 1 above;
- 2.2. Note the projected Capital outturn position detailed in Table 2 above; and
- 2.3. Note the budget adjustments detailed at sections 4 and 6.

3. Revenue

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of £2.159m (2.2% of total budget) for all services reporting to this Policy Board. Detailed division service reports can be found at the end of this report, along with an explanation of any significant projected variances.
- 3.2. The projected outturn is based on information currently available, and assumptions made by service budget holders. Any changes to these projections will be detailed in future reports to this Board.
- 3.3. The main reasons for the projected outturn position are indicated below the tables showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).
- 3.4. Following the recent senior management restructure, Property Services has moved from the Finance and Resources line to Environment, Housing and Infrastructure, and the Estates service, which reports into Chief Executive Services, appears as a new line within the subjective analysis tables. Streetlighting and Energy Management are now reported to the Infrastructure, Land and Environment Policy Board.

4. Revenue Budget Adjustments

- 4.1. Members are requested to note, from Appendix 1, that budget adjustments totalling **£0.970m** have been processed since the last report at Period 3, with the main reasons as follows:

- **-£6.310m** transfer from Miscellaneous Services to Children's Services to reflect Teachers' Pay Award as at 1st April 2023.
- **-£0.288m** allocation from Miscellaneous Services to Environment, Housing and Infrastructure for utilities.
- **-£0.190m** transfer from Miscellaneous Services to Environment, Housing and Infrastructure for various budget reallocations.
- **+£3.636m** transferred into Miscellaneous Services to reflect realignment of revised distributed General Revenue Grant, as reported to Council in June.
- **+£1.575m** transferred into Miscellaneous Services from Infrastructure, Land and Environment relating to savings programmes.
- **+£0.627m** transferred into Miscellaneous Services and a corresponding **-£0.627m** to Finance and Resources relating to Right for Renfrewshire savings.
- **+£0.400m** transferred into Miscellaneous Services from Chief Executive's relating to Right for Renfrewshire savings.
- **+£0.266m** allocation into Miscellaneous Services to reflect the 5% fees and charges uplift that Council approved for 2023/24.

5. Capital

- 5.1. The Capital Investment Programme 2023/24 to 2027/28 was approved by the Council on 2 March 2023. For Finance, Resources and Customer Services the revised capital spend for 2023/24 is £9.739m.
- 5.2. The budget movement primarily results from budget carried forward in the approved capital programme for the year. Further detail can be found at Appendix 2.

6. Capital Budget Adjustments

- 6.1. Since the last report, budget changes totalling £0.600m have arisen, which reflect the following:
 - Budget carried forward into 2024/25 from 2023/24 to reflect planned work to take place during summer 2024 in agreement with Children's Services for modular classrooms renewal at Bishopton Primary.

Implications of this report

1. **Financial** – The projected budget outturn position for Finance, Resources and Customer Services' Revenue budget is an overspend of £2.159m (2.2%). Income and expenditure will continue to be monitored closely for the rest of the financial year and as far as possible, steps will be taken to mitigate any overspend.

The projected outturn position for Finance, Resources and Customer Services' Capital budget is break-even. The Capital programme will continue to be monitored closely for the rest of the financial year.

Any changes to current projections in either Revenue or Capital budgets will be reported to the board as early as possible, along with an explanation for the movement.

2. **HR and Organisational Development** - None directly arising from this report.
 3. **Community/Council Planning** - None directly arising from this report.
 4. **Legal** - None directly arising from this report.
 5. **Property/Assets** - The Capital expenditure noted in this report will result in lifecycle maintenance improvements to existing properties and replacement of ICT assets and infrastructure.
 6. **Information Technology** - None directly arising from this report.
 7. **Equality and Human Rights** - None directly arising from this report.
 8. **Health and Safety** - None directly arising from this report.
 9. **Procurement** - None directly arising from this report.
 10. **Risk** - The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.
 11. **Privacy Impact** - None directly arising from this report.
 12. **Cosla Policy Position** - N/a.
 13. **Climate Risk** - None directly arising from this report.
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List of Background Papers

Revenue Budget and Council Tax 2023/24, Council 2 March 2023

The Capital Investment Programme 2023/24 to 2027/28, Council 2 March 2023

Authors: Valerie Howie / Lisa Dickie / Alison Burns / Linsey McGregor

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24

1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Objective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Finance and Resources	43,995	(656)	43,339	43,339	0	0.0%	0	0
Environment, Housing and Infrastructure	20,849	11	20,860	23,019	(2,159)	(10.3%)	(915)	(1,244)
Chief Executive's Service (Estates)	(195)	0	(195)	(195)	0	0.0%	0	0
Miscellaneous	33,208	(325)	32,883	32,883	0	0.0%	0	0
NET EXPENDITURE	97,857	(970)	96,887	99,046	(2,159)	(2.2%)	(915)	(1,244)

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	82,624	(6,869)	75,755	75,538	217	0.3%	(720)	937
Premises Related	11,909	(178)	11,731	12,060	(329)	(2.8%)	(316)	(13)
Transport Related	2,045	(3)	2,042	2,597	(555)	(27.2%)	(238)	(317)
Supplies and Services	28,914	725	29,639	32,367	(2,728)	(9.2%)	(1,616)	(1,112)
Third Party Payments	1,970	(70)	1,900	1,878	22	1.2%	(40)	62
Transfer Payments	58,009	5,811	63,820	63,759	61	0.1%	6	55
Support Services	68	0	68	39	29	42.6%	51	(22)
Depreciation and Impairment Losses	7,957	0	7,957	7,957	0	0.0%	(20)	20
GROSS EXPENDITURE	193,496	(584)	192,912	196,195	(3,283)	(1.7%)	(2,893)	(390)
Income	(95,639)	(386)	(96,025)	(97,149)	1,124	1.2%	1,978	(854)
NET EXPENDITURE	97,857	(970)	96,887	99,046	(2,159)	(2.2%)	(915)	(1,244)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Objective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Finance and Resources Directorate	(924)	(145)	(1,069)	(1,068)	(1)	(0.1%)	42	(43)
Audit Services	630	8	638	615	23	3.6%	4	19
Corporate Governance	3,211	(141)	3,070	3,056	14	0.5%	45	(31)
Digital, Transformation & Customer Services	22,114	(87)	22,027	22,017	10	0.0%	(36)	46
Finance and Procurement	5,714	44	5,758	5,765	(7)	(0.1%)	(62)	55
Business Services	8,626	(85)	8,541	8,544	(3)	0.0%	22	(25)
Housing Benefits	1,226	0	1,226	1,223	3	0.2%	3	0
People & Organisational Development	2,580	(250)	2,330	2,373	(43)	(1.8%)	(20)	(23)
Social care (non-delegated)	818	0	818	814	4	0.5%	2	2
NET EXPENDITURE	43,995	(656)	43,339	43,339	0	0.0%	0	0

Objective Heading	Key Reasons for Significant Projected Variances
Finance and Resources	While there are some variances projected within the service, Finance and Resources overall is forecast to break-even by the end of the financial year. Any changes to this position will be updated in future board reports.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

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

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	35,030	(351)	34,679	34,652	27	0.1%	(312)	339
Premises Related	1,434	0	1,434	1,458	(24)	(1.7%)	(40)	16
Transport Related	130	(3)	127	111	16	12.6%	24	(8)
Supplies and Services	9,720	0	9,720	9,811	(91)	(0.9%)	(59)	(32)
Third Party Payments	1,875	0	1,875	1,853	22	1.2%	22	0
Transfer Payments	52,117	1	52,118	52,075	43	0.1%	(18)	61
Support Services	483	0	483	467	16	3.3%	50	(34)
GROSS EXPENDITURE	100,789	(353)	100,436	100,427	9	14.7%	(333)	342
Income	(56,794)	(303)	(57,097)	(57,088)	(9)	0.0%	333	(342)
NET EXPENDITURE	43,995	(656)	43,339	43,339	0	0.0%	0	0

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - ENVIRONMENT, HOUSING AND INFRASTRUCTURE

Objective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Building Services	(472)	0	(472)	(472)	0	0.0%	0	0
Public Building Repairs	3,733	98	3,831	4,794	(963)	(25.1%)	0	(963)
Soft Facilities Management Services	17,357	(1)	17,356	18,552	(1,196)	(6.9%)	(915)	(281)
Property Services	231	(86)	145	145	0	0.0%	0	0
NET EXPENDITURE	20,849	11	20,860	23,019	(2,159)	(10.3%)	(915)	(1,244)

Objective Heading	Key Reasons for Significant Projected Variances
Building Services	While the budget shows a break-even this year, this reflects the full recharge of costs to both the Housing Revenue Account and Public Building Repairs as the two main service users of Building Services. It is recognised that costs are under considerable pressure from the effects of inflation, as well as the volume of work required.
Public Building Repairs	There is an anticipated overspend being forecast for the service as a result of Building Services costs being under considerable pressure from supply price increases and contractor inflation. This position will be closely monitored through the year with mitigating actions by management where required. Any updates will be provided at future boards.
Soft Facilities Management Services	As in the previous reporting period, the service is forecasting an anticipated overspend. This is largely due to an under-recovery of income, inflationary pressure on the cost of provisions and cleaning materials, partially offset by vacancies across the service. With inflation falling slower than earlier anticipated, this projected overspend has increased since last period. The position will be closely monitored throughout the remainder of the financial year with mitigating action being taken by Management where possible.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - ENVIRONMENT, HOUSING AND INFRASTRUCTURE

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	29,762	0	29,762	29,572	190	0.6%	(450)	640
Premises Related	3,237	97	3,334	3,639	(305)	(9.1%)	(282)	(23)
Transport Related	1,515	0	1,515	2,086	(571)	(37.7%)	(307)	(264)
Supplies and Services	9,871	(3)	9,868	12,505	(2,637)	(26.7%)	(1,521)	(1,116)
Transfer Payments	123	0	123	105	18	14.6%	2	16
Support Services	985	0	985	972	13	1.3%	(2)	15
GROSS EXPENDITURE	45,493	94	45,587	48,879	(3,292)	(7.2%)	(2,560)	(732)
Income	(24,644)	(83)	(24,727)	(25,860)	1,133	4.6%	1,645	(512)
NET EXPENDITURE	20,849	11	20,860	23,019	(2,159)	(10.3%)	(915)	(1,244)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - CHIEF EXECUTIVE'S SERVICE (ESTATES)

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Premises Related	1,101	0	1,101	1,101	0	0.0%	0	0
Supplies and Services	4	0	4	4	0	0.0%	0	0
Transfer Payments	66	0	66	66	0	0.0%	0	0
GROSS EXPENDITURE	1,171	0	1,171	1,171	0	0.0%	0	0
Income	(1,366)	0	(1,366)	(1,366)	0	0.0%	0	0
NET EXPENDITURE	(195)	0	(195)	(195)	0	0.0%	0	0

Subjective Heading	Key Reasons for Significant Projected Variances
Chief Executive's Service (Estates)	No significant projected year end variances to report.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - MISCELLANEOUS

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	17,832	(6,518)	11,314	11,314	0	0.0%	0	0
Premises Related	6,137	(275)	5,862	5,862	0	0.0%	0	0
Transport Related	400	0	400	400	0	0.0%	0	0
Supplies and Services	9,319	728	10,047	10,047	0	0.0%	0	0
Third Party Payments	95	(70)	25	25	0	0.0%	0	0
Transfer Payments	5,703	5,810	11,513	11,513	0	0.0%	0	0
Support Services	(1,400)	0	(1,400)	(1,400)	0	0.0%	0	0
Depreciation and Impairment Losses	7,957	0	7,957	7,957	0	0.0%	0	0
GROSS EXPENDITURE	46,043	(325)	45,718	45,718	0	0.0%	0	0
Income	(12,835)	0	(12,835)	(12,835)	0	0.0%	0	0
NET EXPENDITURE	33,208	(325)	32,883	32,883	0	0.0%	0	0

Subjective Heading	Key Reasons for Significant Projected Variances
Miscellaneous Services	The service is currently forecast to breakeven this year, this position will be closely monitored throughout the year with any updates provided at future boards.

RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 15th September 2023
POLICY BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Prior Years Expenditure to 31/03/2023 £000	Current Year 2023-24						Full Programme - All years			
		Budget at P3 2023-24 £000	Budget Adjustments 0 £000	Revised Budget 2023-24 £000	Projected Outturn 2023-24 £000	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-27 £000	Projected Outturn to 31-Mar-27 £000	Budget Variance (Adverse) or Favourable	
CORPORATE PROJECTS											
ICT Infrastructure Maintenance & Renewal Programme	0	1,916	0	1,916	1,916	0	0%	3,516	3,516	0	0%
Energy Efficiency Programme	0	66	0	66	66	0	0%	66	66	0	0%
Lifecycle Capital Maintenance (LCM) Fund	0	6,290	(600)	5,690	5,690	0	0%	14,129	14,129	0	0%
Artificial Pitch Upgrades	741	1,059	0	1,059	1,059	0	0%	1,800	1,800	0	0%
Digital Infrastructure Provision	1,904	32	0	32	32	0	0%	1,936	1,936	0	0%
Community Empowerment Fund	399	552	0	552	552	0	0%	951	951	0	0%
Greenspaces and Parks	1,223	0	0	0	0	0	0%	1,224	1,224	0	0%
Villages Improvement Fund	53	297	0	297	297	0	0%	550	550	0	0%
Retail Improvement Fund	23	127	0	127	127	0	0%	150	150	0	0%
School Meals Initiative - Oven Upgrade Various	0	0	0	0	0	0	0%	50	50	0	0%
TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES BOARD	4,343	10,339	(600)	9,739	9,739	0	0%	24,372	24,372	0	0%

*Rolling programmes have a prior year year expenditure of £0 as the expenditure is not directly linked from one year to the next as a singular project.



To: Finance, Resources and Customer Services Policy Board
On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Revenue and Capital Budget Monitoring – Council Overview as at 15 September 2023

1. Summary of Financial Position

- 1.1. The projected Revenue outturn at 31 March 2024 for all services is an overspend of £11.730m.
- 1.2. The projected Capital outturn at 31 March 2024 for all services is an underspend of £0.143m.

This is split between General Fund Services and the Housing Revenue Account (HRA) in the tables below, with further analysis provided in the Appendices.

Table 1: Revenue				
Division	Revised Annual Budget £000	Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
General Fund Services	508,482	520,212	(11,730)	(2.3%)
Housing Revenue Account (HRA)	0	0	0	0.0%
Total	508,482	520,212	(11,730)	(2.3%)

Table 2: Capital				
Division	Revised Annual Budget £000	Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
General Fund Services	122,656	122,513	143	0.0%
Housing Revenue Account	20,378	20,378	0	0.0%
Total	143,043	142,891	143	0.0%

2. Recommendations

Members are requested to:

- 2.1. Note the projected Revenue outturn position detailed in Table 1 above, considering that the forecast position is based on best estimates at this point in time; and also note the substantial risks to this position as outlined in section 3 of the report;
- 2.2. Note the projected Capital outturn position detailed in Table 2 above;
- 2.3. Note the prudential indicators detailed in section 6 of the report.

3. Revenue Monitoring

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of £11.730m (2.3% of total budget) for all Services. Details for all services can also be found here, along with an explanation of significant projected variances. Excluding the projected overspend of £3.925m for Adult Services (HSCP), the Council is currently forecast to overspend by £7.805m this year.
- 3.2. The projected outturn is based on information currently available, and assumptions made by service budget holders. Any changes to these projections will be detailed in future reports to this board.
- 3.3. The main reasons for the projected outturn position are indicated in the appendix showing both the subjective analysis (what the budget is spent on) and the objective analysis (what division is spending the budget).
- 3.4. In line with last year, there are ongoing cost pressures within Children's Services, Soft Facilities Management, Waste Services, Parking and Streetscene. Reasons for significant variances are included within Appendix 1.
- 3.5. Members should also note that the forecast outturn position does not yet include any impact of non-teaching pay settlements for 2023/24, which are not agreed at the time of writing.
- 3.6. The projection does not currently include any variance relating to the collection of Council Tax. While current analysis suggests an over-recovery of income, it is recognised that ongoing pressure on household finances may have a further negative impact on income collected as the year progresses.

- 3.7. Directors and management teams are closely monitoring their costs and are aiming to mitigate increases where possible; however, as noted in the Revenue Estimates 2023/24 report, the Council is expected to use reserve balances in order to break even at year-end, particularly in relation to children's residential care, energy costs, and parking income shortfalls.

4. Capital Monitoring: Housing Services Programme

- 4.1. The HRA Capital Investment Programme 2023/24 to 2027/28 was approved by the Council on 2 March 2023. For 2023/24, the current revised programme totals £20.378m which is a decrease of £9.300m since the last report. This is mainly due to the timing of works.
- 4.2. Capital expenditure to 15 September 2023 amounted to £6.621m, representing 32% of available resources, compared to 18% for the same period in 2022/23. The difference relates to the timing of works carried out to improve existing properties.
- 4.3. 36% of expected capital income has been received to date, compared to 0% for the equivalent period in 2022/23. This difference relates to the timing of receipt of grant for external improvements and council house new build.
- 4.4. The projected outturn position, after budget changes, is for the Housing Services Programme to break even (see Appendix 2). However, inflationary impacts of delays to work and related cost estimates are still ongoing and may result in this forecast being revised at a future date.

5. Capital Monitoring: Non-Housing Services Programme

- 5.1. The General Services Capital Investment Programme 2023/24 to 2027/28 was approved by Council on 2 March 2023. For 2023/24, the current revised programme totals £122.656m which is a decrease of £23.134m since the last report resulting from the net effect of:
- net budget increases of £2.635m, mainly as result of new grant awards from Active Travel Transformation Fund; and
 - projects re-profiled from 2023/24 into 2024/25 of £25.769m mainly due to the timing of works being carried out for AIMIDS South (£13.277m), Paisley Museum (£6.000m), Town Centre Capital Fund (£2.000m) and Glasgow Airport Investment Area (£2.000m).
- 5.2. Capital expenditure to 15 September 2023 totals £35.632m, representing 29% of the available resources, compared to 19% for the equivalent period in 2022/23. The differences have arisen due to Paisley cultural infrastructure works now approaching completion.

- 5.3. Capital income totalling £13.678m has been received to 15 September 2023. This represents 37% of the total anticipated income, compared to 16% for the equivalent period in 2022/23. The differences relate to the timing of receipt of grants.
- 5.4. The projected outturn position after these budget changes is an underspend of £0.143m (see Appendix 2). However, the full impact of inflation on capital costs on each project is not yet determined, with increased costs through inflation and compliance expected to increase the risk of overspends across the capital programme. It is anticipated that the current forecast underspend will be reallocated within the Education Capital Investment Programme.

6. Capital Overview: Prudential Indicators

- 6.1. The Council is required to set prudential indicators to ensure that its capital investment plans are affordable, proportionate, prudent and sustainable. The current prudential indicators were approved, alongside the housing and non-housing capital investment programmes, by Council on 2 March 2023.
- 6.2. The CIPFA Prudential Code 2021 recommends that from 2023/24 a regular update is provided to members noting the current forecasts for prudential indicators compared to those approved at the start of the financial year. These are outlined in 6.4 to 6.8 below.
- 6.3. The Council will be asked to approve revised Prudential Indicators in December 2023 as part of the mid-year progress report.
- 6.4. **Capital Expenditure:** The limit on capital expenditure that the Council has set for 2023/24 is shown in the table below. The limit is based on the resources available to fund the capital programmes, split between Housing and Non-Housing Services, but excludes the Public Sector Housing Grant, as this is not considered to be capital spend for the Council.

	Approved Plan £m	Forecast Expenditure £m
Non-Housing	145	145
Housing	30	30
Total	175	175

- 6.5. **Capital Finance Requirement (CFR):** The CFR originally planned by the Council for 2023/24 is shown in the table below and is split between Housing and Non-Housing Services. The projected outturn at 31 March 2024 is also shown. Any significant increase in the capital expenditure without planned funding at the point of spend will result in an increase to the CFR.

	Planned CFR to 31 March 2024 £m	Projected CFR to 31 March 2024 £m
Non-Housing	431	412
Housing	121	115
Total	552	527

- 6.6. **Operational Boundary:** This is the focus of day-to-day treasury management activity within the Council and is an estimate of the most likely, but not worst case, scenario in terms of cashflow. Risk analysis and risk management strategies are taken into account, as are plans for capital expenditure, estimates of the CFR and estimates of cashflow requirements for all purposes. It is possible that this boundary could be breached occasionally and this should not be regarded as significant. However, a sustained or regular trend of such would be significant and require investigation and action.

	Planned Operational Boundary to 31 March 2024 £m	Projected Operational Boundary to 31 March 2024 £m
Borrowing	459	412
Other Long-Term Liabilities	94	115
Total	553	527

- 6.7. **Authorised Limit:** This is based on the same assumptions as the Operational Boundary, with additional headroom to ensure sufficient capacity to allow for both planned and exceptional cashflow requirements, without breaching the limit.

	Planned Authorised Limit to 31 March 2024 £m	Projected Authorised Limit to 31 March 2024 £m
Borrowing	477	455
Other Long-Term Liabilities	94	94
Total	571	549

- 6.8. **Ratio of Financing Costs to Net Revenue:** A key measure of affordability is the incremental impact of investment decisions on Council Tax or housing rents. Estimates of the ratio of financing costs to net revenue stream provide an indication of how much of the Council's revenue budget is committed to the repayment of debt.

	Approved Ratio of Financing Costs to Net Revenue 2023/24 %	Projected Ratio of Financing Costs to Net Revenue 2023/24 %
Non-Housing	3.64	3.54
Housing	28.97	28.97

Financing costs include the interest payable with respect to forecast borrowing levels, interest payable on finance leases, interest and investment income, loans fund and finance lease principal repayments and gains/losses on the repurchase or early settlement of borrowing.

Revenue streams relate either to the amounts received in terms of government grant and local taxpayers for Non-housing, or to the amounts received from tenants in respect of housing rents for Housing.

7. Private Sector Housing Grant Programme

- 7.1. The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within capital budget monitoring procedures.
- 7.2. The Council approved expenditure up to £1.117m for 2023/24. The programme currently stands at £1.117m with no changes to budget since the last report.
- 7.3. The programme is expected to fully spend by 31 March 2024 and will be contained within the overall resources.

Implications of this report

1. **Financial** – The projected budget outturn position for General Fund Services Revenue budget is an overspend of £11.730m (2.3%) and break-even for the HRA Revenue budget. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate overspends.

The projected outturn position for General Fund Services Capital budget is an underspend of £0.143m and break-even for the HRA Capital budget. The Capital programme will continue to be monitored closely for the rest of the financial year.

Any changes to current projections in either Revenue or Capital budgets will be detailed in future reports to this board.

2. **HR and Organisational Development** - None directly arising from this report.
 3. **Community/Council Planning** - None directly arising from this report.
 4. **Legal** - None directly arising from this report.
 5. **Information Technology** - None directly arising from this report.
 6. **Equality and Human Rights** - None directly arising from this report.
 7. **Health and Safety** - None directly arising from this report.
 8. **Procurement** - None directly arising from this report.
 9. **Risk** - The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.
 10. **Privacy Impact** - None directly arising from this report.
 11. **Cosla Policy Position** - N/a.
 12. **Climate Risk** - None directly arising from this report.
-

List of Background Papers

Revenue Budget and Council Tax 2023/24. Council, 2 March 2023.

Non-Housing Capital Investment Programme 2023/24 to 2027/28. Council, 2 March 2023.

HRA Capital Investment Programme 2023/24 to 2027/28, Council on 2 March 2023.

Authors: Alison Burns, Corporate Finance Manager and Geoff Borland,
Finance Manager

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - OVERVIEW

Policy Board	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Communities and Housing Services	14,158	(239)	13,919	13,924	(5)	0.0%	343	(348)
Education and Children's Services	245,352	106	245,458	247,936	(2,478)	(1.0%)	(2,622)	144
Infrastructure, Land and Environment	31,449	430	31,879	35,060	(3,181)	(10.0%)	(2,488)	(693)
Finance, Resources and Customer Services	97,857	(970)	96,887	99,046	(2,159)	(2.2%)	(915)	(1,245)
Adult Services	97,537	(37)	97,500	101,425	(3,925)	(4.0%)	0	(3,925)
Planning	601	24	625	646	(21)	(3.4%)	(6)	(15)
Economy and Regeneration	3,093	(51)	3,042	3,012	30	1.0%	2	28
Chief Executive's Service	19,541	(369)	19,172	19,164	8	0.0%	8	0
GENERAL SERVICES NET EXPENDITURE	509,588	(1,107)	508,482	520,212	(11,730)	(2.3%)	(5,678)	(6,053)
Housing Revenue Account (HRA)	0	0	0	0	0	0.0%	0	0
NET EXPENDITURE	509,588	(1,107)	508,482	520,212	(11,730)	(2.3%)	(5,678)	(6,053)

Policy Board	Key Reasons for Significant Projected Variance
Education and Children's Services	The projected year-end overspend is £2.478m. This is mainly due to overspends within Children and Families in relation to Residential Accommodation placements, where the number of complex packages has increased significantly. The service continually reviews external placements to ensure they remain appropriate considering both costs and the specific support required. Increase in transport costs in Primary and Secondary Schools due to an increase in the mainstream School Transport Contract.
Infrastructure, Land and Environment	The main drivers of the projected year-end overspend are the loss of parking income, as has been the case since the beginning of the pandemic; refuse collection costs that are largely driven by inflationary costs and absence cover as a result of annual leave being carried forward from during the pandemic. All areas will continue to be closely monitored for the rest of the financial year.
Finance, Resources and Customer Services	The projected year-end overspend is £2.159m this is arising from an overspend for Building Services of £0.963m due to inflationary price increases from suppliers and contractors. Soft FM services has a projected overspend of £1.196m which is largely due to an under-recovery of income, again inflation has increased spend however this is partially offset by vacancies across the service.
Adult Services	The projected overspend within Adult Services of £3.925m is primarily related to care at home due to demand and delayed discharges, with ongoing difficulties recruiting to specialist posts across a number of areas. Where appropriate and where possible these are being covered through overtime and agency staff which is often at a higher cost.
Planning	The projected overspend of £0.021m relates in the main to Building Standards projected under-recovery in fee income offset by a projected over-recovery related to Planning fee income of £0.136m.
Economy and Regeneration	The projected underspend is related to a higher level of staff turnover than expected within Regeneration.
Housing Revenue Account (HRA)	Overall the HRA is projecting a break-even position at the year-end. An underspend in employee costs is projected due to the timing of recruitment of vacancies within the service. Property costs are projected to overspend, reflecting ongoing demands for repair and maintenance provision, particularly in void properties, as well as additional Council Tax costs for these properties. Transfer payments are forecast to overspend, owing to the impact of repairs pressures on void rent loss. These overspends are expected to be offset by additional interest income due to higher than budgeted interest rates.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2023/24
1 April 2023 to 15 September 2023

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - OVERVIEW

Subjective Summary	Annual Budget at Period 3	Budget Adjustments	Revised Annual Budget at Period 6	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	350,326	(2,927)	347,399	345,841	1,557	0.4%	992	565
Premises Related	45,268	(215)	45,053	47,651	(2,598)	(5.8%)	(2,055)	(543)
Transport Related	13,747	(6)	13,741	16,083	(2,342)	(17.0%)	(1,974)	(368)
Supplies and Services	95,286	1,142	96,428	100,514	(4,086)	(4.2%)	(2,439)	(1,647)
Third Party Payments	100,540	113	100,653	108,322	(7,669)	(7.6%)	(3,003)	(4,666)
Transfer Payments	85,160	10,619	95,779	96,787	(1,008)	(1.1%)	(899)	(109)
Support Services	3,145	(2)	3,143	3,068	75	2.4%	61	14
Depreciation and Impairment Losses	27,023	0	27,023	27,028	(5)	0.0%	(5)	0
GROSS EXPENDITURE	720,495	8,724	729,219	745,294	(16,075)	(2.2%)	(9,322)	(6,753)
Income	(210,907)	(9,831)	(220,737)	(225,082)	4,345	2.0%	3,644	701
NET EXPENDITURE	509,588	(1,107)	508,482	520,212	(11,730)	(2.3%)	(5,678)	(6,053)

RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 15th September 2023
POLICY BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

		Current Year 2023-24						Full Programme - All years			
	Prior Years Expenditure to 31/03/2023*	Budget at P3 2023-24	Budget Adjustments in 2023-24	Revised Budget 2023-24	Projected Outturn 2023-24	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-27 £000	Projected Outturn to 31-Mar-27 £000	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000			£000	£000		
EDUCATION & CHILDREN'S SERVICES											
Education & Children's Services	38,822	7,338	(762)	6,576	6,433	143	2%	124,850	124,708	142	0%
TOTAL	38,822	7,338	(762)	6,576	6,433	143	2%	124,850	124,708	142	0%
COMMUNITIES, HOUSING & PLANNING											
Housing(HRA)	48,403	29,678	(9,300)	20,378	20,378	0	0%	318,902	318,902	0	0%
Housing(PSHG)	0	1,117	0	1,117	1,117	0	0%	1,117	1,117	0	0%
TOTAL	48,403	30,795	(9,300)	21,495	21,495	0	0%	320,019	320,019	0	0%
INFRASTRUCTURE, LAND & ENVIRONMENT											
Environment & Infrastructure	77,888	16,676	1,504	18,180	18,180	0	0%	97,318	97,318	0	0%
TOTAL	77,888	16,676	1,504	18,180	18,180	0	0%	97,318	97,318	0	0%
ECONOMY & REGENERATION											
Economy and Development	54,136	43,201	(8,000)	35,201	35,201	0	0%	106,182	106,182	0	0%
TOTAL	54,136	43,201	(8,000)	35,201	35,201	0	0%	106,182	106,182	0	0%
FINANCE, RESOURCES & CUSTOMER SERVICES											
Corporate Projects	4,343	10,339	(599)	9,740	9,740	0	0%	24,372	24,372	0	0%
TOTAL	4,343	10,339	(599)	9,740	9,740	0	0%	24,372	24,372	0	0%
LEADERSHIP											
Leisure Services	2,548	2,086	0	2,086	2,086	0	0%	4,633	4,633	0	0%
Chief Executives	111,559	66,150	(15,277)	50,873	50,873	0	0%	361,691	361,691	0	0%
TOTAL	114,107	68,236	(15,277)	52,959	52,959	0	0%	366,324	366,324	0	0%
TOTAL ALL BOARDS	337,699	176,585	(32,434)	144,151	144,008	143	0.1%	1,039,065	1,038,923	142	0%
MADE UP OF :-											
Non-Housing Programme	289,296	145,790	(23,134)	122,656	122,513	143	0%	719,046	718,904	142	0%
Housing Programme(HRA)	48,403	29,678	(9,300)	20,378	20,378	0	0%	318,902	318,902	0	0%
Housing Programme(PSHG)	0	1,117	0	1,117	1,117	0	0%	1,117	1,117	0	0%
PROGRAMME TOTAL	337,699	176,585	(32,434)	144,151	144,008	143	0.1%	1,039,065	1,038,923	142	0%

RENFREWSHIRE COUNCIL
2023/24 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO 15th SEP 2023

		2023/24							
		Housing Services		Non Housing Services		PSHG Programme		Total	
A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME		£'000		£'000		£'000		£'000	
1. Prudential Borrowing		14,138		83,661				97,799	
2a General Capital Grant				16,039		600		16,639	
2b. Specific Capital Grant		1,786		2,186				3,972	
3. Usable Capital Receipts		530		18,919				19,449	
4. Contribution From Current Revenue (CFCR)		3,924		1,851		517		6,292	
5 Total Resource Availability		20,378		122,656		1,117		144,151	
B. CAPITAL PROGRAMME									
6. Resources Available		20,378		122,656		1,117		144,151	
7. Current Programme		20,378 100%		122,656 100%		1,117 100%		144,151 100%	
C. ACTUAL EXPENDITURE VS PROJECTED									
8. Resource Availability		20,378		122,656		1,117		144,151	
9. Cash Spent at 15 September 2023		6,621 32%		35,632 29%		439 39%		42,692 30%	
10. Cash to be Spent by 31 March 2024		13,757		87,024		678		101,459	
D. ACTUAL RECEIPTS VS PROJECTED									
11. Current Programme (total receipts expected)		2,316		37,144		600		40,060	
12. Actual Cash Received at 15 September 2023		827 36%		13,678 37%		254 42%		14,759 37%	
13. Receipts to be received by 31 March 2024		1,489		23,466		346		25,301	



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Business Services Performance Report

1. Summary

- 1.1 This report details performance across key Business Services functions including revenue collection and benefit administration for the period ending 28 September 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.
 - Approve the allocation of £100,000 to the Scottish Welfare Fund as detailed in section 4.4.9
-

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28 September 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 £101,024,955.

- 3.1.3 The sums collected to date for 2023/24 are £59,695,962 which is 59.09% of the billable sum (61.81% last year). This represents a decrease of 2.72% 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 £13,880,555, amounting to 12.08% of the billable sum, which is 0.22% less than at the same point last year.
- 3.1.7 The Service continues to encourage the take-up of CTR and process claims following notification of Universal Credit awards being in place. Take-up activities have commenced including tracking of potential applications, data matching and analysis 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 28th September 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 were 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.
- 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 The Service has been interpreting and implementing these complex changes both for the Council and also on behalf of East Renfrewshire Council as part of our long-term arrangement to process Non-Domestic Rates on their behalf.
- 3.2.6 The Non-Domestic Rates (NDR) charges billed for 2023/24 amount to £118,598,823 following revaluation, this is significantly lower than the levied amount of £124,516,068 for 2022/23.
- 3.2.7 Cash receipts to date amount to £61,934,429 which is 52.22% of the sum billed. This is an increase in cash collection as a proportion of net charges billed of 0.97% compared with the same position for 2022/23.

4. Benefit administration

This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 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 continues with a progressing trend, this is reflected in the performance data below showing most indicators within target.
- 4.1.3 A reduced level of additional temporary resources continue to be deployed to the service; this is having a positive impact and is providing critical support. It is predicted that this support will no longer be required by the end of the calendar year.
- 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 rest of the year.

4.2 Speed of Processing – Housing/Council Tax Benefit

- 4.2.1 As detailed in Table 1 below, processing speed for New Claims is well within target for the period, showing a further improved position from 21 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 within target for the period, an improved position from 93% at the last cycle.

- 4.2.3 Processing of Changes in Circumstance (CIC) is within target for the reporting period.

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

Table 1 – Performance Summary

Performance measure	4 Week Reporting Period 8 September 2023 to 5 October 2023	Year to date position	Annual Target
New Claims – processing time (no. of days)	18 days	20 days	24 days
New Claims - % processed within 14 days of all information received	97%	91%	92%
Changes in Circumstance – processing time (no. of days)	10 days	8 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, both of which were carried forward to 2023/24 and reflects the position reported at the last cycle.
- 4.3.2 The Scottish Government funding amount detailed in table 2 below also now includes a significant amount of £183,220 which had been redistributed to the Council, as part of the normal allocation activities by Scottish Government. This enhanced amount was in recognition of the additional spend made last year from Council top-up funding.
- 4.3.3 The total budget is detailed in Table 2 below and shows the indicative spending split provided to the Council.
- 4.3.4 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.
- 4.3.5 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.
- 4.3.6 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

Funding – indicative allocations	Amount
Renfrewshire Council (brought forward from 2022/23)	£265,258
Financial Hardship – Scottish Government	£545,998
Benefit Cap* – Scottish Government	£136,600
Bedroom Tax* – Scottish Government	£2,354,497
Total budget for the year	£3,302,353

*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

Measure	1 April 2023 to 30 September 2023
Volume of DHP applications received	3,986 applications
Volume of DHP decisions made	3,841 decisions
Number of DHP awards	3,676 awards
Average processing time (target 29 days)	6 days
Total amount committed/paid	£2,692,176

4. 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 59% of its total budget for the Scottish Welfare Fund (SWF) by the end of September 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 As highlighted in previous reports, the Scottish Welfare fund budget is under significant pressure this financial year. 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 In line with Scottish government legislative guidance applications for the Crisis and Community Care Grants (CCGs) are categorised as Low, Medium, High and High Most Compelling priority, both in terms of the circumstances of the applicant and the items requested (in the case of CCGs). Due to the financial pressure on the budget the Council has been awarding on a High priority basis since May 2021 and has only ever made awards on a High, Most Compelling basis twice before, most recently in 2018/19 for a short period.
- 4.4.6 Following a review and even adjusting award levels to the limits of the High priority category, without additional resources, the Council will require from 1 December 2023 to move to award on a High, Most Compelling basis.
- 4.4.7 Under High priority awards are likely to be made to customers considered highly vulnerable and who are in immediate and severe need of the goods applied for. With a switch to High, Most Compelling customers would need to be both highly vulnerable and at immediate risk, with a need for goods which is extremely severe.
- 4.4.8 The impact of this change on customers will be significant, with fewer awards being made and likely lower average award in monetary terms for CGs and fewer items for CCGs.
- 4.4.9 To avoid this severe impact to potentially vulnerable customers it is proposed that the Council augments the fund by adding a further £100,000 to the £200,000 already provided this year. These funds, to be allocated from ringfenced welfare reform balances, would enable the Service to continue to operate awarding to customers on a 'High' priority basis and have sufficient resource to last until 31 March 2024.
- 4.4.10 In the event that a move to awarding on a 'High, Most Compelling' basis the Service is obliged to formally advise Scottish Government (SG) of this change. Assuming additional Council resources are approved, the Service will still formally notify the Scottish Government of this significant funding gap; and also highlight the Council's concern for future years should increased funding not be available.
- 4.4.11 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)

Measure	1 April 2023 to 28 September 2023
Number of Crisis Grant applications received	4,939
Number of Crisis Grant Awards	3,537
Total amount paid for Crisis Grants	£433,673.20
Average Processing time year to date (2 working days target)	2 days
Average Processing time within September	2 days
Number of Community Care Grant applications received	1,308
Number of Community Care Grant Awards	913
Total amount paid for Community Care Grant	£544,934.97
Average processing time year to date (15 working days target)	9 days
Average processing time within September	8 days
Total amount paid/committed from the fund	£978,608.17
Budget from Council brought forward from 2022/23	£201,771
Budget from Council 2023/24	£200,000
Budget provided by Scottish Government	£1,252,119
Total Budget	£1,653,890

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 closed, with only isolated appeal cases being submitted to the Service for processing, with any final payments to be made by 15 September 2023.

Table 5 –

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

Measure	26 February 2023 to 18 August 2023
Applications received to date	
EBSS	126 Applications
AFP	45 Applications
Total	171 Applications
Payments Made	
EBSS	122 Payments £48,800
AFP	40 Payments £8,000
Total	162 Payments £56,800
Applications Rejected	9 Applications

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. Additional funding of £100,000 is proposed to be added to the Scottish Welfare Fund from ringfenced welfare reform funding.
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.

List of Background Papers

None

Author: Emma Shields, Strategic Service Delivery Manager

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28 SEPTEMBER 2023

COUNCIL TAX		
	2022/23	2023/24
	£m	£m
Projected Yield	100.788	108.473
Gross Charges	107.285	114.906
Less rebates	13.125	13.881
Net Charges Billed	<u>94.160</u>	<u>101.025</u>
Cash Collected	89.688	59.696
Rebate Grant	13.125	13.881
	<u>102.812</u>	<u>73.577</u>
Cash collected as % of Net Charges	95.25%	59.09%
Income as % of Projected Yield	102.01%	67.83%

NON DOMESTIC RATES		
	2022/23	2023/24
	£m	£m
Projected Yield	122.026	116.227
Gross Charges	147.712	142.749
Less reliefs	23.196	24.150
Net Charges Billed	<u>124.516</u>	<u>118.599</u>
Cash Collected	121.577	61.934
Cash collected as % of Net Charges	97.64%	52.22%
Cash collected as % of Projected Yield	99.63%	53.29%

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	July: 40 days	August: n/a	September: 28 days
Average (12 months to date)	94 days		
Average Appeals Completed	4 Appeals per month		

Comment:- Appeals volumes are very low, which is expected due to reducing Housing Benefit caseload, now being processed consistently within target.

REVISIONS

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

Target	28 days		
Result last report	May 23: 44	June 23: 58	July 23: 36
Result Last 3 months	July 23: 36	August 23: 22	September 23: 55

Comment:- The Service has missed target resources have been focussed on reducing the outstanding volume which has decreased significantly since the start of the financial year. Remaining outstanding older revisions were able to be cleared in September and this has resulted in a final spike in the average processing times. The October position is much improved and well within target and a very low outstanding volume now exists.

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.

	Target %	Actual %
Volume of Audits 2023/24	4%	23%
Accuracy – September 2023	95%	88%
Accuracy – 2023/24	95%	87%

Comment:- The Service continues to analyse errors and action trends/patterns by providing additional guidance/training where needed. Accuracy is below target, however specific actions at individual level are being progressed

Targeted training takes place following errors being identified and a detailed training matrix is being developed as more capacity for training activity emerges as the processing times recover.

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.

Overpayments raised 2023/24	£501,403
Overpayments raised and recovered in year	£187,487
% Recovery	37.39%
All recovery in year	£572,671
All recovery vs raised in year	114%
All recovery vs all debt	7.34%
Total debt outstanding at end of reporting period	£7,224,727



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Customer Services Performance Report

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 September 2023
-

2. Recommendations

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

3. Customer Service Provision

- 3.1 This section details the performance of the customer service for September 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, and 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 Contact Centre Performance

- 3.2.1 High level monthly summary – for the month of September, the contact centre received 25,270 calls and answered 95% against a primary target of 90% for the period.

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

Primary target	Year	Calls Received	September Performance	Year to Date
90% calls answered	2023	25,270	95%	95%
	2022	24,014	97%	96%

- 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	September Performance	Year to Date
70% calls in 40 seconds	2023	72%	71%
	2022	60%	64%

- 3.2.4 The contact centre achieved the secondary target of answering 70% of calls within 40 seconds and remains above target year to date.

The team have also processed 4,406 applications for Free School Meals and Clothing grants and paid £757,230 in clothing grants for 5,669 children.

- 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 the last three months for each service is outlined in table 3 below.

Table 3 – E-mail contact volumes

Service	July 2023	August 2023	September 2023
Blue Badge	291	329	323
General Enquiry	1396	1801	1464
Environmental	50	65	81
Free School Meals / Clothing Grants	776	816	231
Housing Repairs	605	741	683
Licensing	444	629	577
Mybins	786	961	803
Roads and Lighting Faults	67	88	58
Garden Waste	528	378	167
Total e-mails handled	4,943	5,808	4,387

3.3 Face to face provision

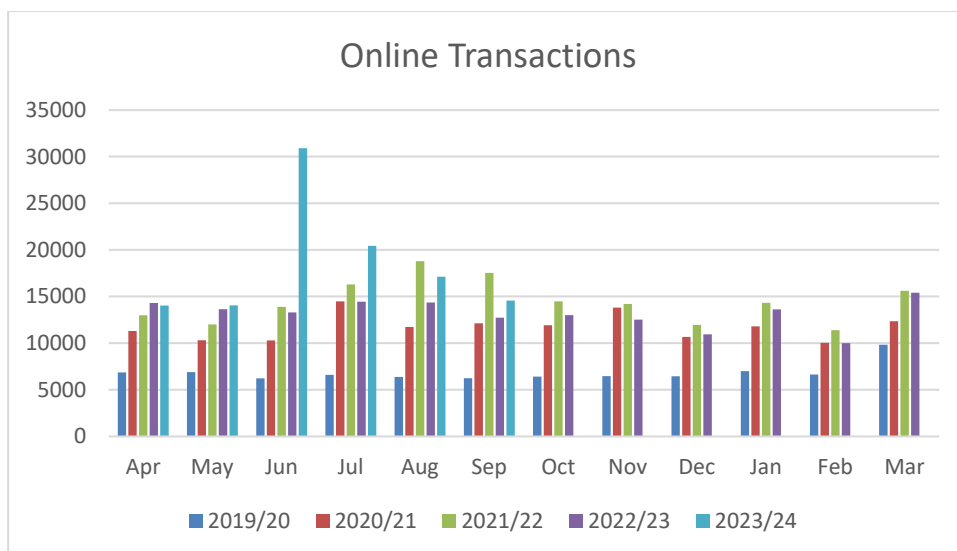
- 3.3.1 The Customer Service Centre in Paisley offers face to face support to customers by appointment where this is required.
- 3.3.2 Table 4 below shows the volume of customers who received face to face service during the month of September 2023.

Table 4 – Face to Face Customer Volumes

Service	Total Customers
Birth Registration	91
Marriage Registration	67
Licensing	57
TOTAL	215

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 4,382 customers registered since the start of the financial year. The total number of registered users on the MyAccount platform is now 102,233.
- 3.4.2 The level of online transactions, shown in the graph below, for the month is slightly higher than the same period last year with the platform supporting 14,562 requests in September. The increase is still attributed to the number of customers applying for the new garden waste collection permit.
- 3.4.3 Since the start of the financial year, 111,064 transactions have been completed online, which is 28,341 higher than the same period last year.



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.

List of Background Papers

(a) None

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



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance & Resources

Heading: Finance & Resources Service Improvement Plan 2023/24 Mid-Year Monitoring Report

1. Summary

1.1 The Finance & Resources Service Improvement Plan 2023-26 was approved by the Finance, Resources & Customer Services Policy Board in June 2023. The plan sets out the priorities for the development of the service over a three year period. These priorities are aligned to those set out in the 2022-27 Council Plan. The Service Improvement Plan sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured. These reflect the priority themes of the Council Plan and the refreshed Community Plan, both approved by Council in September 2022.

1.2 This report contains details of Finance & Resources performance and achievements over the period 1 April 2023 to 30 September 2023. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- a progress update on implementing the action plan linked to the 2023-26 Service Improvement Plan;
- an assessment of performance in relation to the service scorecard of core performance indicators; and
- an overview of priorities for the service over the next six months.

1.3 Over the past six months, the service has made good progress in delivering positive outcomes for Renfrewshire and its residents. This is within an operating context that remains complex and fast-moving. Economic conditions are currently changing rapidly and both households and organisations are experiencing cost pressures and supply issues, and this is unlikely to change in the near future. The long-term impacts of the pandemic are still being felt, and recovery remains a priority for communities and for the organisation. At the same time, the service is seeking to deliver on key priorities which will deliver on the ambitions of the Council Plan.

1.4 More detail of achievements is given in Section 5 but the list below notes some highlights:

- Leading on the Council's Financial Sustainability programme;
- Delivery of the annual accounts;
- Implementing a leadership development programme for senior management;
- Engaging with the new external audit team and providing support for the revised approach to Best Value Assurance;
- Continuing to revise policies to reflect new ways of working within the organisation, including progress with the new Equality, Diversity and Inclusion strategy, which is being informed by the findings of a staff survey;
- The successful delivery of a refurbished Paisley Town Hall, one of the strands of the Council's Cultural Infrastructure investment programme;
- Working with Council colleagues and partners to deliver a Meet the Buyers Renfrewshire event, supporting local businesses to bid for public sector contracts;
- Ongoing work to support residents with the cost-of-living through the administration of grant support, signposting to benefits and related entitlements, and through the work of Advice Works;
- Work to deliver on the Council's Plan for Net Zero through initiatives such as the Green Print Strategy, and by building in climate considerations to our procurement processes;
- Completion of the Fibre to the Premises infrastructure work, which means that more than 80% of areas in Renfrewshire now have access to a high-speed fibre internet connection;
- Continuing to provide a range of strategic and operational support to other Council services to support the delivery of financial sustainability programmes, the Plan for Net Zero, large scale infrastructure projects and strong universal services.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources & Customer Services Policy Board notes:
- a) the contents of this report;
 - b) the progress to date on delivering the actions contained within the Finance & Resources Service Improvement Plan;
 - c) the current performance of the service as measured by the scorecard indicators;
 - d) that an outturn report on the full year performance for 2023/24 will be brought to this Board in June 2024.
-

3. Background

- 3.1 Our Service Improvement Plans are a clear statement of the outcomes each service wants to achieve, the actions it will take to achieve this, and the performance measures it will use to monitor progress and measure success. Updates on the actions and performance measures are included as an appendix to this report.
- 3.2 Service Improvement Plans fit within the wider framework provided by the Council Plan and the Community Plan. They allow elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.3 Section 4 of this report gives details of service activity and achievements over the period April-September 2022. Section 5 discusses actions delayed or cancelled since the Service Improvement Plan, and any new actions added to reflect additional priorities identified since the plan was approved. Section 6 provides a narrative on performance and Section 7 summarises the service priorities for the period until March 2024.
- 3.4 An outturn report detailing full-year performance will be brought before this board in June 2024.
-

4. Service Achievements April-September 2023

Place

- 4.1 Support for the delivery of the Council's infrastructure investment programme reached a milestone during this period, with the refurbished Paisley Town Hall formally handed over to the Council ahead of its reopening in October 2023. The Paisley Learning and Cultural Hub was also handed over to the Council for the fit-out ahead of a reopening later this financial year. The transfer of Property Services to Environment, Housing and Infrastructure as part of the Council's senior management restructure means that these actions will no longer be monitored in the Finance and Resources Service Improvement Plan.
- 4.2 Legal and Democratic Services have made good progress with the implementation of the Scottish Government's new short-term lets licensing regime. The deadline for first registrations to be received was 30 September 2023 and the Council received 128 registrations which are now in the process of being assessed; a small number have already been granted.

Economy

- 4.3 The Procurement team have worked closely with colleagues in Economic Development to support local suppliers in bidding for Council and other public sector contracts. A 'Meet the Buyer Renfrewshire' event was recently held with partners from the NHS and the University of the West of Scotland to promote collaboration and to give local businesses an opportunity to meet with services and find out more about the procurement process.

Fair

- 4.4 The Fibre to the Premises infrastructure work, which provides access to high-speed internet connections, has been completed by the contractor. The Council had set a target of making this available to 75% of Renfrewshire's geography, and at the completion date, the infrastructure covered more than 80%. This work recognises the critical role that digital access plays in tackling exclusion and poverty.
- 4.5 Earlier this year, Audit Scotland selected Renfrewshire as one of two councils to be included as case studies in a report on digital exclusion. This involved reviewing evidence of work in this area, and meeting with partners and residents to discuss the impact of the work of the Council and others within Renfrewshire. Findings will be available later this year.

Tackling digital exclusion has been a priority in Renfrewshire for a number of years and is a key strand of our Fairer Renfrewshire programme.

- 4.6 Provision of financial support in the form of Discretionary Housing Payments and Scottish Welfare Fund payments continues to be provided by Business Services. The Customer Service team have processed applications for free school meals and/or clothing grants for over 7000 forms and have amended the application to allow families to indicate if they would like to be referred for financial advice from the Council's Advice Works service. More than 1200 families requested support and to date, additional income generated for families through benefit entitlement checking has exceeded £100,000.

Green

- 4.7 The Council's Green Print Strategy, designed to help meet our Net Zero commitments, continues to be implemented. A contractor to provide a Managed Print Service in line with this commitment has now been appointed and a rollout plan is being developed.
- 4.8 Net Zero commitments are also reflected in the procurement process. All relevant procurement exercises now include a sustainability test to ensure that climate considerations are taken into account, and the evaluation criteria take climate into account. Specific relevant questions, for example, how a bidder will mitigate climate impacts during a contract lifespan, are included at the tender stage.

Living Our Values

- 4.9 The People and Organisational Development team are continuing to review and update policies which support our new ways of working. An update to the Our People strategy, identifying new priorities and including a revised smoking policy, was approved by the Finance, Resources and Customer Services Policy Board in September 2023. Further revised policies will be brought to this board for approval. As well as these policies, the new Wellbeing Strategy should be ready by the end of 2023. The new Equality, Diversity and Inclusion Strategy is being developed, informed by the findings of a recently-completed staff survey.
- 4.10 A new Customer Strategy is being finalised ahead of being presented to elected members for approval. The Customer Services team continues to support residents and other Council services by providing a range of telephone, email and face-to-face support for Renfrewshire's citizens.

The new strategy will reflect how the ways in which people access services has changed in recent years.

- 4.11 The Trauma-Informed and Responsive Renfrewshire (TIRR) programme recognises the impact that trauma can have on a person over the course of their life and is supporting services to identify ways in which service delivery takes cognisance of this and adapts to best support an individual. Several senior managers have completed the Scottish Trauma Informed Leaders Training (STILT), and teams from across the service have met with the TIIR Lead Officer to identify ways in which they may be able to implement changes.
- 4.12 Since April 2023, all Heads of Service have been contributing to a new approach to risk management across the Council. This approach complements the existing Corporate and Strategic Risk Register work and allows each Head of Service to monitor their Business-As-Usual risks and undertake an annual assessment of each, in order to identify any issues. The approach also allows for cross-service and thematic analysis of these business-as-usual risks and enhances organisational learning.

5. Areas where actions have been delayed or cancelled

- 5.1 Responsibility for Property Services has transferred to Environment, Housing and Infrastructure, and the associated actions will now be monitored through their Service Improvement Plan. These actions relate to the delivery of a new Paisley Grammar Community Campus and the Cultural Infrastructure investment programme.
- 5.2 Engagement with unions on the review of terms and conditions was delayed due to the ongoing pay negotiations and industrial action. A new date for discussion has been agreed.

6. Progress against performance measures

- 6.1 Finance & Resources has 18 performance indicators in its current scorecard. Of these, 16 are reported quarterly and 2 are reported annually. The scorecard contains data pertaining to Quarter 2 of the financial year (July-September) as well as trend data.
- 6.2 Performance in relation to processing new housing benefits and change in circumstances have both improved since the end of 2022/23. The implementation of an automated solution has improved processing times such that performance is now well within target.

There have also been improvements in the speed of processing community care grants, with a current average time of 9 days to complete, against a target of 15 days.

- 6.3 A significant national change in non-domestic rates relief coupled with a re-evaluation has contributed to an increase in NDR collection, with the mid-year position slightly ahead of target. This represents an improved position.
- 6.4 The time to pay invoices has returned to strong performance after a dip in 2022/23. The Council processed over 100,000 invoices in Q2, and 96.46% were paid within 30 days. The average time to pay invoices to small- and medium-sized businesses was 7.44 days, against a target of 28 days.
- 6.5 The expected percentage of Council Tax income collected by the midpoint of the year is slightly behind target. Last year's stronger position was largely attributable to one-off Cost of Living Awards being credited to customer accounts.
- 6.6 Staff absence remains a challenge for the Council. The most recent data available for Finance and Resources shows that the position has stabilised over the last four quarters, though the figure for Q1 2023/24 – 2.37 days – was more than half a day per FTE higher than in Q1 the previous year. The refreshed Supporting Attendance sits alongside a new suite of policies intended to support staff health and wellbeing. A number of supports, such as physiotherapy and counselling, are available to staff.

7. Priorities over the next six months

- 7.1 The Council's programme of financial sustainability work and transformation programme will continue to be a priority for all services in the next six months. The preparation of the 2024/25 budget will be informed by the Scottish Government's budget scheduled for December 2023. This involves professional advice and support from FAR service teams including Finance, the Programme Management Unit and People and Organisational Development.
- 7.2 The People and OD team will continue the programme of reviewing existing policies, with the new Equality, Diversity and Inclusion Strategy expected to be completed in the next six months. The proposal on terms and conditions noted in paragraph 5.2 above will also be progressed. The team will also continue rolling out the new leadership development programme to Chief Officers and then to the next level of senior management from January 2024.

- 7.3 Cyber-security is a major concern for all local authorities, and the risk of a successful attack remains high. The Council will continue to strengthen its approach to cyber security, having recently undertaken recruitment to provide additional expertise in this area. A report will be taken to CMT making additional recommendations.
- 7.4 Implementation of Purchase to Pay functionality within the Business World system will commence following the recruitment of a Strategic Lead Officer and the establishment of a governance board. The system will streamline payments and lead to improved purchasing processes.
- 7.5 The Council's Advice Works service is developing a Family Advice Service to work alongside our early years and primary school settings and focus on helping families with younger children maximise their income and increase take-up of Council supports such as clothing grants.
- 7.6 Pending approval from elected members, the new Customer Strategy will be implemented.
- 7.7 A Council-wide Data Advisory Group has recently been established and the service will lead on the delivery of the vision outlined in the Data Strategy Framework.
-

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 action plan details several new and updated 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** – None
- 5. Property/Assets** – None
- 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.
- 8. Health & Safety** – The report provides an update on some of the work of the People and OD team to support employee health and wellbeing.
- 9. Procurement** – The report details some of the priority actions being progressed by the procurement team.
- 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 will contribute to the Council's Plan for Net Zero through initiatives such as the Green Print Strategy and sustainable procurement practices as well as through the provision of strategic and business support for other council services.

List of Background Papers: None

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Finance and Resources

Service Improvement Plan 2023 - 26

Six-monthly progress update

November 2023

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



Renfrewshire
Council

Welcome to our six-monthly update

- This update reflects on the first six months of our Service Improvement Plan, highlighting areas where we are already making progress and some areas we want to focus on more, perhaps because performance isn't moving in the direction we anticipated or because of other pressures or factors that makes this even more of a priority for us.
- The following pages shine a spotlight on some great projects or practice, and highlight areas where we'd like to improve or develop further. At a service level, there is a stronger focus on some of the Council Plan Strategic Outcomes than other. Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- We report on 17 performance indicators, 2 which are reported annually and 15 reported quarterly.

Place and Economy

Achievements

Support for the Cultural Infrastructure Investment Programme, which has recently delivered the refurbished Paisley Town Hall and will shortly deliver the new Paisley Learning and Cultural Hub.



Roll out of the new national licensing scheme for short-term lets



Establishing a Community Wealth Building relationship with the NHS and UWS to support local businesses and strengthen the community benefits from procurement



Areas for improvement and development

Work will continue with local businesses to ensure they are supported to tender for public sector contracts, with the aim of increasing the percentage of council procurement spend which goes to local suppliers



Fair and Green

Achievements

Completion of the fibre broadband rollout, with coverage for more than 80% of Renfrewshire.

Generation of more than £100,000 of additional income for families entitled to free school meals and clothing grants

Climate considerations embedded in our procurement strategy and tendering processes



Performance Indicators

Average of 20.6 days to process new housing benefit claims



Areas for improvement and development

Further automation of processes should support services to maintain or improve the speed of key processes for customers

Living our values

Achievements

Continuing to support the development of new ways of working with a refreshed Our People strategy and a programme of new and refreshed policies

Initiating the Purchase to Pay programme which will streamline our payments process and deliver efficiencies

Areas for improvement and development

The proposed new recruitment and talent management strategy has been delayed though some work on this has taken place.

Staff absence is higher than our target figure.

Performance Indicators



2.67 days absence per FTE



Average 7.4 days to pay invoices to small and medium sized businesses



85.9% of frontline complaints responded to within 5 days



Actions and indicators

Full list


November 2023

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Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
Work with Children's Services to deliver the new Paisley Grammar Community Campus	31 July 2026		A Multi-Disciplinary Design Team (MDDT) has been appointed and Stage 3 design is complete. A contractor has been appointed for pre-construction services. Due to a service restructuring, this action will now be monitored as part of the Environment, Housing and Infrastructure Service Improvement Plan.
Support delivery of the Council's infrastructure investment programme	31 March 2026		The cultural infrastructure investment programme includes Paisley Town Hall, Paisley Museum, Paisley Arts Centre and the Paisley Learning and Cultural Hub (Central Library). Paisley Town Hall completion has now been achieved and building has been successfully opened to the public ahead of the Royal National Mod, which was the timeline target. Paisley Learning & Cultural Hub has also completed construction and the building has been handed over to begin the fit-out process. Paisley Arts Centre is being managed closely to ensure delivery is achieved on re-baselined timescale of early 2024. Paisley Museum is expected to complete in summer 2024.
Implement the actions arising from the Council's financial sustainability workstreams	31 March 2024		Progress with the development and delivery of agreed financial sustainability actions is not at the pace required in order to fully address the Council's financial sustainability over the medium term. Initial savings targets for some workstreams are not now anticipated to be deliverable; while progress with others has been slower than desirable due to management capacity constraints. The CMT is actively working to speed up progress where possible and to develop further workstreams for member consideration.



Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
Delivering strong universal services to all Renfrewshire citizens	31 March 2027		Finance and Resources continues to provide a customer service centre for residents, allowing for contact by phone, email, digital form or in person. The service also provides support for the range of services being delivered online. The team are also responsible for managing all Council Tax and Non-Domestic Rates billing, and the processing of claims for Discretionary Housing Payments, crisis grants, community care grants and energy support grants. Finance and Resources also provides support to other council services to enable the delivery of their frontline services.
Implement the first phase of the Scottish Government’s new licensing regime for short-term lets	31 March 2024		The Council’s policy on Short Term Lets has been agreed and the process for dealing with the applications has been established. The Scottish Government extended the date for first registrations to 30 September 2023. While we will attempt to implement the first phase by 31 March 2024 as originally intended, the change in the first registration date may require some revision to this time frame in due course. 128 applications have been received, the vast majority of which were received at or around the deadline. 13 applications have been granted.



Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend	31 March 2024		The 'Meet the Buyer Renfrewshire' event was delivered in partnership with NHS GG&C and UWS bringing together Renfrewshire's large public sector anchor institutions to encourage more local SMEs to bid for public sector contracts and to promote collaboration, and innovation in public procurement. This theme aligns to the Scottish Governments' launch of SPPN3/23- Supporting Innovation Through Procurement.
Develop a Community Wealth Building Plan for Renfrewshire	31 December 2023		Economic Development and Procurement are establishing a CWB anchor relationship with NHS GG&C and UWS to progress anchor engagement with local SMEs, and to increase social and economic benefits of local spend through supporting the delivery of community benefits. Economic Development (through the Invest in Renfrewshire brand) are sponsoring an award for Community Wealth Building at the Renfrewshire Chamber of Commerce Business Awards 2023. The award is open to organisations of all sizes who have taken an alternative approach to traditional economic development. Through the award, businesses will be asked to demonstrate how they have redirected wealth back in to the local economy in a way that places control and benefits back in to the hands of local people. Economic Development have met with the Minister for Community Wealth and Public Finance to continue to develop an understanding of the Community Wealth Building Policy being developed at a national level.
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	31 August 2023		The fibre infrastructure – provided by City Fibre - now covers 80%+ of Renfrewshire as a geography.


Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
Engage and participate in trauma informed and responsive Renfrewshire programme	31 March 2024		The Corporate Management Team has completed STILT training providing an overview of trauma-informed practice. Following this, colleagues in HR & OD have met with the lead officer to explore current good practice within the organisation and identify opportunities to progress items within the action plan. The findings of an equality, inclusion and diversity survey of Council staff carried out earlier this year will help inform future work. A session on the Trauma-informed and Responsive Renfrewshire programme has been included in the elected members development programme for this year.
Continue to support residents with the cost-of-living crisis through the provision of advice services, grants and other funding	31 March 2024		<p>Provision of financial support in the form of Discretionary Housing Payments and Scottish Welfare Funds continues to be provided by the Business Services Function. The Service will distribute the funds allocated by Scottish Government for the Scottish Welfare Funds, including £200K in top up funding provided by the Council. Discretionary Housing Payments (DHPs), also administered by Business Services continue to be made to eligible residents struggling with rent payments with funding provided by the Scottish Government, the Services intends to encourage take-up of DHPs from residents affected by the UK Government Benefit Cap, in line with the Scottish Government's commitment to mitigation.</p> <p>Free School Meals and clothing grants are administered by Customer and Digital Services with applications open again for the new school term, an additional check box has been added to the application form this year if families want financial advice. The Customer Services team have processed applications for FSM and Clothing Grants for over 7000 children. 5600 have received a clothing grant payment and 4500 have been approved to receive Free School Meals. 1283 families requested support from Advice works through the application process. Contact has been made with all families and support offered where required, in some cases this has been simple advice, and for 488 families there has been more intensive support with generated income now exceeding £100,000.</p>

Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
Develop costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders	31 October 2023		All council services contribute to the delivery of net zero actions, with Finance Business Partners involved in costing activities and supporting projects such as the Sustainable Communities Fund.
Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions	31 March 2025		<p>At strategy stage: A sustainability test is completed for all relevant procurements. This identifies risks and opportunities which ensure that climate considerations are taken into account. The procurement climate emergency adviser supports the team with advice about policy and highlights opportunities and good examples of best practice from the public sector at strategy stage. The evaluation methodology is agreed including whether climate should be assessed at Selection Stage or as part of the award criteria.</p> <p>Tender Stage: Where relevant and proportionate procurements include the new Selection Question 4C.7.1 which requires that bidders should evidence that their organisation has taken steps to build their awareness of the climate change emergency and how they will respond; Where relevant and proportionate bidders will be asked to provide responses specific to the procurement confirming action that will be taken to mitigate climate impacts during the life of the contract; Where relevant environmental action will be built into the service specification, requiring that these actions are delivered as a fundamental element of the contract.</p>





Delivering the Council Plan – Green

What we will do	Due Date	Status	Progress update
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	31 March 2024		A contractor for the Managed Print Service (MPS) has been recommended via Board approval. A rollout plan is being developed. PMU colleagues are also actively working with schools in order to encourage reduced print costs and paper usage.




Delivering the Council Plan – Living our values

What we will do	Due Date	Status	Progress update
Implement the next phase of the Council's transformation programme	31 March 2025		The Portfolio of Change has been created by the PMU with weekly spotlights to the CMT. This includes portfolios such as Financial Sustainability and Digital.
Support the Council in developing New Ways of Working	31 March 2024		The work on new and revised policies continues and the team has identified the next set of policy priorities for the 2nd half of 2023. The smoking policy and Our People strategy were approved at the Finance, Resources and Customer Service Policy Board in September 2023, with further reviewed policies being prepared for the November Board. The terms and conditions review proposal is being finalised; a presentation to the unions was delayed due to the ongoing pay dispute, but plans are in place for this to happen in November 2023.
Support the Council with improving attendance and reducing absence	31 December 2023		The introduction of the new absence policy is now planned for January 2024, this will have enabled the team to review the underlying processes in ERP and to roll out the new training to support the new policy.
Develop a Wellbeing Strategy that meets the needs of our workforce as we emerge for the pandemic and look towards the future	31 August 2023		Consultation on the wellbeing strategy continues. Consultation has taken place with the unions, who are positive about the strategy and support the principles behind this. The strategy will be presented to CMT and then to the Finance, Resources and Customer Service Policy Board in November 2023.
Develop an overall strategic recruitment and talent management strategy	31 March 2024		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.

Delivering the Council Plan – Living our values

What we will do	Due Date	Status	Progress update
Develop and new equality, diversity and inclusion strategy for the council	31 December 2023		The Council commissioned a staff survey on equality, diversity and inclusion and the initial high level report from this has been presented to CMT. A full detailed report was received in October 2023 and the People and OD team are reviewing this so that it will inform the strategy. It is intended to provide CMT with a draft strategy for consideration before the end of 2023.
Deliver the Purchase to Pay programme which will streamline payments and deliver a more efficient process	31 December 2025		A Strategic P2P Lead officer has been appointed and is due to start in November 2023. The Programme and Governance boards will shortly be established with first meetings to be scheduled for end November. Discussions are underway about third party suppliers in relation to e-procurement.
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	31 March 2024		The new draft Customer Strategy has been created and is currently being reviewed by senior officers prior to elected member consideration.
Continue to implement a range of technical and non-technical measures to bolster our cyber resilience, protecting our digital assets	31 March 2024		The Council continues to review and improve its technical and non-technical measures to support cyber security. A paper will be submitted to the CMT recommending the implementation of additional technology, procedures, etc. following a recent cyber-attack.

Delivering the Council Plan – Living our values

What we will do	Due Date	Status	Progress update
Deliver the Internal Audit Plan for 2023/24	31 March 2024		As of 30 September 2023 we have completed 43.9% of the Audit Plan against a target of 42.8%. We are therefore currently ahead of target.
Support the wider workforce with learning and professional development opportunities.	31 March 2024		The review of the Learning and Development strategy has started and a project to review how we manage training records has also commenced. The People and OD team are looking at the distribution and quality of training within each service and reviewing the recording and reporting mechanisms to ensure training data is accurate.
Contribute to the Council's commitment to The Promise for all care experienced people	31 March 2026		As part of the review of the priorities in the Council's 'Our People' strategy, removing barriers to employability identified by The Promise (and others) will feature in our revised recruitment processes.










Delivering the Council Plan – Economy

Indicator	Current Status	Short term trend	Long term trend	Q3 2022/23		Q4 2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
% of procurement spend spent on local enterprises				Not collected for quarters								The percentage of procurement spend is a Local Government Benchmarking Framework indicator and is collected annually. These indicators are published by the Improvement Service and the latest available figure is for 2021/22. In that year, 18.8% of Renfrewshire Council’s procurement spend was with businesses with a head office in Renfrewshire. Procurement and Economic Development are working together to increase the number of local suppliers bidding for council contracts.










Delivering the Council Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	Q3 2022/23		Q4 2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	✓	↑	↑	39.18	24	38.51	24	21.16	24	20.63	24	Processing speed for New Claims was well within target for the second quarter of 2023/24. The automated solution being in operation has resulted in a continuation of improved processing times.
Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)	✓	↓	↑	11.42	10	14.35	10	5.65	10	7.94	10	Performance has improved considerably since the end of 2022/23 and processing of Changes of Circumstance was well within target for the second quarter of 2023/24.
Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	✓	▬	▬	2.01	2	2	2	1.87	2	1.97	2	The service continues to process Crisis Grants within target. Average days to process were 1.97 in Quarter 2.
Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	✓	▬	↑	17	15	16	5	9	15	9	15	The service continued to process Community Care Grants well within target during Q2 2023/24 – the average time was 9 days against a target of 15.










Delivering the Council Plan – Living our values

Indicator	Current Status	Short term trend	Long term trend	Q3 2022/23		Q4 2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Customer Service Unit - % of calls answered				94%	90%	93%	90%	92%	90%	92%	90%	
Cost of collecting council tax per chargeable dwelling				Not collected for quarters								The annual cost of collecting council tax in 2022/23 was £7.97 per chargeable dwelling, against a target of £11.50. The average cost has been reducing steadily over the last few years.
Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				87.22%	87.98%	95.31%	96%	32.44%	32.76%	59.09%	60.27%	Council Tax collection at the end of Quarter 2 2023/24 is down by almost 2.72% on the same point in 2022/23. This decrease can be largely attributed to Cost of Living Awards being credited to customers' accounts last year but not for 2023/24.

Delivering the Council Plan – Living our values

Indicator	Current Status	Short term trend	Long term trend	Q3 2022/23		Q4 2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				83.7%	85%	84.9%	85%	98.15%	85%	97.8%	85%	92 Complaints were received in total (April - September)(Q1 & Q2). To date, 90 complaints have been completed within the required timescale and 2 were completed outwith timescale. Target has been achieved.
Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				88.04%	96%	90.21%	96%	96.3%	96%	96.46%	96%	At the end of Q2 a total of 109,986 invoices were received of which 106,095 were processed within 30 days. Performance has met the target for this period.
Average number of work days lost through sickness absence per employee (F&R) (FTE)				2.38	2.3	2.38	2.3	2.37	2	2.07	1.9	In Q2, the target was missed by 0.17 days however this was a considerable improvement on the same period in the previous year (2.43 days). Service absence monitoring continues and absence statistics are reported to both CMT and elected members.

Delivering the Council Plan – Living our values

Indicator	Current Status	Short term trend	Long term trend	Q3 2022/23		Q4 2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
% of Finance and Resources FOI requests completed within timescale				98%	100%	99%	100%	97%	100%	96%	100%	Finance & Resources received 110 single-service FOIs in Q1, of which 106 were completed on time.
Percentage of income due from Council Tax for prior years (cumulative position to date)				97.17%	97.27%	97.21%	97.27%	97.11%	97.27%	97.14%	97.27%	Follow up continues to be run each month. Both the current year and previous years' collection is monitored and the 2023/24 previous years' position is marginally down on that for 2022/23.
Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				80.35%	81.65%	95.67%	98%	18.79%	20.17%	52.22%	51.4%	Business rates collection levels for 2023/24 are up by almost 1% on the 2022/23 position. This follows the introduction of significant changes to reliefs, and a general rateable value revaluation effective from 1st of April.

Delivering the Council Plan – Living our values

Indicator	Current Status	Short term trend	Long term trend	Q3 2022/23		Q4 2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	Value	Target	
Percentage of Audit Plan completed (cumulative)	✓	↑	↑	63.7%	66.5%	93.2%	95%	21.6%	19%	43.9%	42.8%	Delivery of the Audit Plan is on track and performance is consistent with the previous year.
F&R Front Line complaints (Cumulative)	✓	↑	↑	83.9%	85%	86.6%	85%	88.16%	85%	85.9%	85%	298 Complaints received in total (Apr - Sept). 256 have been completed within timescale and 39 have been completed late and 3 cases are still being followed up outwith timescale. Target has been achieved for this period.
Average days Small and Medium sized businesses invoices paid	✓	↑	↑	14.12	28	13.06	28	7.07	28	7.44	28	At the end of Q2 (01/04/23 - 30/09/23) 42,628 SME invoices were received of which 39,776 were processed within 28 days (93.31%) with the average days to process an invoice reported at 7.44 days.



Finance and Resources

Service Improvement Plan 2023 - 26
Six-monthly progress update
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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Environment, Housing & Infrastructure

Heading: Environment, Housing & Infrastructure Services - Service Improvement Plan 2023-26 Mid-Year Monitoring Report

1. Summary

- 1.1 The Environment, Housing & Infrastructure Services Service Improvement Plan 2023-26 was approved by the Finance, Resources and Customer Services Policy Board on 8 June 2023. The plan sets out the priorities for the development of the service over a three-year period.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction of the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan.
- 1.3 The Service Improvement Plan sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured. These reflect the priority themes of the new Council Plan which was approved by Council on 29 September 2022.
- 1.4 This report contains details of Environment, Housing & Infrastructure Services performance and achievements over the period 1 April 2023 to 30 September 2023. The main purpose of the report is to provide:
 - details of the key achievements of the service over the period;

- an update on changes made to the action plan and scorecard to reflect the new Council Plan themes;
 - a progress update on implementing the action plan linked to the 2023-26 Service Improvement Plan;
 - an assessment of performance in relation to the service scorecard of core performance indicators; and
 - an overview of priorities for the service over the next six months.
- 1.5 Over the past six months, the service has made good progress in delivering positive outcomes for Renfrewshire and its residents. This includes through the actions within the Service Improvement Plan and also other areas of activity which did not form part of the Service Improvement Plan actions which have subsequently arisen over the first six months of 2023/24.
- 1.6 To compliment the six-monthly update on the Service Improvement Plan, a Service Update report will be presented to each cycle of the Finance, Resources and Customer Services Policy Board. This report will provide an overview of key service activities, an operational performance update on the services and key projects and updates on any other relevant changes to service areas covered within the remit of the Board.
-

2. Recommendations

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

- 2.1 The contents of this report;
- 2.2 The progress to date on delivering the actions contained within the Environment, Housing & Infrastructure Services - Service Improvement Plan;
- 2.3 The current performance of the service as measured by the scorecard indicators.
-

3. Background

- 3.1 The new Environment, Housing & Infrastructure Services came into effect at the beginning of April 2023, bringing together colleagues in Housing Services and Public Protection together with the teams in what was Environment & Infrastructure.
- 3.2 The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking

account of Community Planning themes and Council priorities as set out in the new Council Plan. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

- 3.3 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendix to the plan contains an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2023-26 plan.
- 3.4 Section 4 of this report provides a note on the new Council Plan to cover the term of this administration. Section 5 gives details of service activity and achievements over the period April-September 2023. Section 6 discusses actions delayed since the Service Improvement Plan was approved. Section 7 provides a narrative on performance against the scorecard included as appendix 1. And section 8 of the report highlights the main priorities of the service over the next six months.
- 3.5 An outturn report detailing full-year performance will be brought before this board in spring 2024.

4. New Council Plan

- 4.1 In September 2022, Council approved a new Council Plan, which sets out our strategic priorities under five themes – **Place, Economy, Fair, Green, Living our Values**. It also has a cross-cutting theme reflecting the importance of delivering the best possible start for children in Renfrewshire.
- 4.2 The Council Plan recognises the financial challenge that Renfrewshire, like all local authorities, currently faces. Despite the scale of the challenge, Council remains committed to building on the many strengths of our communities and our resources, and delivering strong universal services that support everyone to live well and embrace opportunities.
- 4.3 The scale of the challenge has been set out for elected members and the public through a series of reports to Council, and officers will continue to provide regular updates in this way. In order to address this, Council agreed in June 2022 to a portfolio of financial sustainability work to be delivered alongside the main transformation programme and reviews undertaken by individual services. The outcomes of this work will be reflected in future Service Improvement Plans as well as the Council Plan.

- 4.4 The direction of the Council over the next five years will be driven by our five key themes:
- We will encourage kind and connected communities where citizens take pride in the **place** they live
 - We will support a strong and flexible local **economy**
 - We want Renfrewshire to be a **fair** place, where people feel safe, supported and empowered
 - We will work towards a **greener** future
 - As an organisation, we will be driven by our **values**, to be fair, helpful, collaborative and value learning.
- 4.5 Cutting across all of this is our wish for all of Renfrewshire's children to have loving, happy lives where everyone can enjoy the same opportunities and where wellbeing is nurtured.
- 4.6 In the Service Improvement Plan presented to this Board in June 2023, actions and performance indicators were set out under all 5 key themes and the cross-cutting theme to improve outcomes for children and families. The full update on all actions and performance indicators is attached as appendix 1.

5. Service Update and Key Achievements April-September 2023

Key Achievements

Environment, Housing & Infrastructure continues to deliver essential frontline services across Renfrewshire. Key achievements for Environment, Housing & Infrastructure under the remit of the Finance, Resources and Customer Services Policy Board are detailed throughout the action plan and performance indicators in the appendix.

6. Areas where actions have been delayed

- 6.1 Actions where there has been no progress has been in relation to the new duties and legislation regarding the further expansion of free school meals to all P6/P7 pupils. This action will be progressed once there is confirmation of implementation and updates will be provided to this board accordingly.

7. Progress against performance measures

- 7.1 Environment, Housing & Infrastructure Services has 10 performance indicators in its current scorecard within the remit of this policy board. Of these, 8 are reported quarterly and 2 are reported annually. This appendix report contains data pertaining to quarter 1 and quarter 2 for reference and annual figures for 2022/23.

8. **Priorities over the next six months**

- Continue to progress the Strategic Property Review and deliver the next steps as outlined in previous reports to the Infrastructure, Land and Environment Policy Board.
 - Renfrewshire's focus on the journey to Net Zero is supported by efforts in Facilities Management and Property services.
 - Continue to invest in Renfrewshire residents through the apprenticeship opportunities across Facilities Management.
 - Complete the four kitchen redesigns to increase capacity to provide healthy, nutritious meals to school pupils in Renfrewshire.
 - Engage with parents, pupils and teachers to gather feedback to improve and develop the school dining experience.
-

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** – A section of the actions and performance indicators within the SIP covers the 'Green' theme of Renfrewshire's Council Plan which highlights activities across the Council to tackle climate change.
-

List of Background Papers: Finance, Resources and Customer Services Policy
Board 8 June 2023 Item 10 - Environment & Infrastructure Service
Improvement Plan 2022/23-2023/24 Outturn Report

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Environment, Housing & Infrastructure

Service Improvement Plan 2023 - 26

Six-monthly progress update

November 2023

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

Welcome to our six-monthly update

- This update reflects on the first six months of our Service Improvement Plan, highlighting areas where we are already making progress and some areas we want to focus on more, perhaps because performance isn't moving in the direction we anticipated or because of other pressures or factors that makes this even more of a priority for us.
- The following pages shine a spotlight on some great projects or practice and highlight areas where we'd like to improve or develop further. At a service level, there is a stronger focus on some of the Council Plan Strategic Outcomes than others. Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- We report on 10 performance indicators, 2 which are reported annually and 8 reported quarterly. Our annual indicators are based on data that is one-year behind, owing to having no more recent comparable information. This will be updated as comprehensive data becomes available through subsequent data collections.

About us

This update covers the Environment, Housing and Infrastructure service areas within the remit of the Finance, Resources and Customer Services Policy Board. These are:

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.



Delivering the Council Plan

Place: Partnership working informs the facilities management provision across new developments.

The delivery and turnaround of void properties review continues to work towards returning properties to the letting pool as soon as possible.

The Strategic Property review across the Council estate is progressing well.



Economy: Environment, Housing & Infrastructure continue to provide apprenticeship and trainee opportunities across services, encouraging positive destinations.



Green: Renfrewshire's focus on the journey to Net Zero is supported by efforts in Facilities Management and Property services.



Delivering the Council Plan - Place

Achievements:

- The percentage of compliance tasks for public buildings is trending to meet the 90% target.
- The Strategic Property review continues to progress. A large amount of work undertaken to relocate staff from Abbey House to Renfrewshire House between November 2023 and January 2024 thus ending the lease. Next steps, outlined in a report to the Infrastructure, Land and Environment Policy Board are being undertaken.

Areas for improvement and development:

- Review of the voids process continues in partnership with consultants to improve and minimise the time taken to turnaround properties and release back to the letting pool.



Delivering the Council Plan - Economy

Achievements:

- Employment, training and apprenticeship opportunities are positively received in identified groups of young people in Renfrewshire.
- Building Services have successfully recruited and started 3 youth apprentices and one adult apprentice from within the Renfrewshire area.



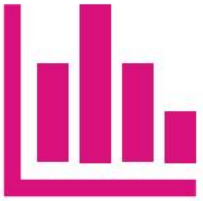
Delivering the Council Plan - Fair

Achievements:

- Provision of healthy meals to meet the requirements of the Nutritional Requirements of the Food and Drink in Schools (Scotland) Regulations 2020 are being delivered through new three weekly menus in primary and secondary schools.
- Full redesign of kitchen facilities in Mossvale/St James', Barsail and Bushes Primary schools are continuing.



Living our Values: making a difference together



Performance and management processes continue to provide focus on analysis and improvement. Work continues to develop the depth and breadth of content to continue to provide robust data led intelligence to shape future service delivery.



We are focusing on understanding the impact of trauma and reflecting our learning in how we deliver our services, alongside the language we use to help tackle stigma.



89% of frontline resolutions responded to within agreed timescales



95% of complaints investigations resolved within agreed timescales



99% of Freedom of Information requests were responded to on time

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 our Council Plan contributes to improving the lives of Renfrewshire's children and their families.

Achievements:

- Environment, Housing & Infrastructure supports the work to promote The Promise to help ensure that care experienced children and young people grow up loved, safe and respected.
- Facilities Management continue to focus on getting it right for children, families and communities through the delivery of a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus.



Actions and indicators



Full list

November 2023




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Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
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	31 December 2025		<p>Officers attended ‘Design Sprint’ with Ryder architects – covered waste strategies, kitchen design, building management systems. Actions to take forward and go back with Project Managers within Property Services.</p> <p>FM Strategy Development Workshop underway, with Officers from Facilities and Property Services involved alongside other partners.</p> <p>Work continues on the handover of new buildings to ensure that statutory checks and repairs and maintenance will be undertaken.</p>
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.	31 March 2024		<p>Savills have completed the first report on the void end to end process and are now looking to explore each area across the void process more closely. Areas for improvement have been put forward as part of this review these include pre termination visits and the allocation process.</p> <p>Building Services are working closely with Savills and have provided information and site visits to void properties to help with the understanding of voids processes.</p>


Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
Review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools	31 March 2024		<p>The 5-year building condition surveys of the education estate are currently being undertaken. The resulting reports and partnership working with other Council teams will inform the strategy and proactive planning across public buildings.</p> <p>Work continues by Officers to ensure statutory compliance across the public building portfolio.</p>
Continue to review and deliver an electronic job management and stores system.	31 March 2024		<p>Building Services are working with the current hybrid system and are planning to increase the electronic diary management.</p> <p>Reports on time and materials have been developed and checked for robustness via the lead Financial Partner.</p>
Lead and drive the Strategic Property Review across Renfrewshire Council's estate.	31 March 2024		<p>Work has been undertaken to collect and assess data for the Council portfolio. This has included staff resource/energy and usage.</p> <p>Visits to gather further information on Community Halls and Self Managed Halls has been undertaken</p> <p>An update report on the Strategic Property Review was taken to the Infrastructure, Land and Environment Policy Board on 26 May 2023 to outline progress and next steps.</p> <p>Officers working to remove Renfrewshire Council from leases (where possible and cost effective) and to consolidate staff into other buildings e.g. Renfrewshire House. In particular, the lease for Abbey House will end in January 2024 with HSCP and Social Work staff being relocated to Renfrewshire House from November 2023.</p>




Delivering the Council Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1	Q2	2023/24	Explanation of performance
				Value	Target	Value	Target	Value	Value	Target	
% of Overall repairs completed within time by building services	✔	↑	↑	93.6%	95%	N/A	80%	N/A	N/A	80%	Reports are being developed and tested for accuracy for all categories of work.
Average length of time taken to complete non-emergency repairs – public buildings (days)	✔	↑	↑	17.2	15	N/A	15	N/A	N/A	15	Reports are being developed and tested for accuracy for all Public Building Repairs.
% of compliance tasks undertaken per year – Statutory compliance for public buildings	✔	↑	↑	72%	80%	82%	80%	90%		90%	Overall performance continues to meet 90% target however on-going governance is required to ensure this trend remains. To help deliver this, and to drive contractor performance and best practice, officers continue to hold regular contractor review meetings to ensure planned tasks are met and certification is issued timely.

Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire	31 March 2024		<p>Building Services have successfully recruited and started 3 youth apprentices and one adult apprentice from within the Renfrewshire area.</p> <p>Modern Apprentice in Operational Support Team completed Apprenticeship and secured a permanent position in September 2023. Working with Invest to provide Traineeship opportunities to get parents back to work. 8 candidates started on 26 September 2023 for 26 weeks work experience.</p>

Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
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	31 March 2024		<p>The service launched new 3 weekly menu in High schools on 21 August 2023.</p> <p>The provision of a free snack to all children was trialled in 4 schools, and has been noted to be very successful. Discussions are on-going about the potential to extend and the costs involved.</p>
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	31 March 2024		<p>This partnership programme is ongoing across school holiday periods.</p>
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.	31 March 2024		<p>The capital costs for any expansion are still being discussed with the Scottish Government as they would fund these works. Some upgrade works have already been planned for as part of the initial tranche of capital funding. The Scottish Government continues to review the expansion and has paused this at the current time.</p> <p>Revenue costs for the expansion relating to food and staff has been reported to a previous Finance, Resources and Customer Services Policy Board.</p>




Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
Deliver the capital investment of £867k across 3 primary schools in Renfrewshire to allow fully equipped cooking kitchens to be put in place.	31 March 2024		Work continues on the full redesign of kitchen facilities in Mossvale/St James, Barsail & Bushes Primary Schools. All will be operational by the end of 2023.






Delivering the Council Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1	Q2	2023/24	Explanation of performance
				Value	Target	Value	Target	Value	Value	Target	
% uptake of free school meals in primary schools	TBC	TBC	TBC	49.3%	75%	53.4%	52%	51.6%	TBC	60%	TBC
% uptake of free school meals in secondary schools	TBC	TBC	TBC	32.3%	49%	39.1%	35%	TBC	TBC	42%	TBC




Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Provide our employees with the appropriate support to manage their attendance, health and wellbeing	31 March 2024		<p>Nine managers have been trained in Mental Health First Aid. Two officers are members of the Health and Wellbeing forum. This forum looks at various ways to support employees health and wellbeing across all service areas.</p> <p>Various topics are discussed including menopause and mental health walking groups have been established.</p> <p>The Soft FM team continue to work on how best to get information onto sites. Consideration is being given to the use of poster frames and the most suitable locations to enable people to privately take note of support available for sensitive information or issues.</p>
Implement the next phase of transformation as part of Right for Renfrewshire (Council Plan)	31 March 2024		<p>Work on the Right for Renfrewshire transformational change programme continues in Facilities Management.</p> <p>Work has started on the review of Community Lets across Renfrewshire. Lets had previously been rationalised as part of the Right for Renfrewshire programme i.e. move lets to buildings that are open longer. However, there needs to be a full review of the procedures to ensure they continue to work and discussions have started between Renfrewshire Council and OneRen.</p>
Better use of data and technology to improve services performance and delivery	31 March 2024		<p>Performance and Management meetings continue to provide focus for teams on the performance data and analysis presented through Power Bi and the Sharepoint website which is available to all staff. Work continues to develop the depth and breadth of content to continue to provide robust data led intelligence to shape future service delivery.</p> <p>Following successful trials and testing, the digitisation and delivery of the cleaning audits audit management system (CLAMS) will be rolled out in November and December alongside the revised cleaning specification.</p> <p>The app will be downloaded onto staff phones to facilitate digital audits of cleaning across all premises. The development of the app aligns with the British Institute of Cleaning Science system that is also online.</p>


Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Engage and participate in trauma informed and responsive Renfrewshire programme.	31 March 2024		As part of the Trauma response the service has invested in Mental Health First Aid training. This has been provided to staff to assist in helping to deal with aspects of trauma.
Embed new approaches to staff communication and engagement across all areas of the service	31 March 2024		<p>Staff Away Days conducted in June and October have established new approaches to communicating and engaging with all managers across E,H&I. Feedback from these Away Days has been used to progress and resolve some of the issues that managers face in delivering services. Links with Corporate Services like Communications, Marketing and HR will be invaluable to the continues success.</p> <p>Various styles of communication are being delivered to enhance communication across the widespread frontline staff base of Facilities Management teams with positive feedback received.</p>
Ensure robust and up to date business continuity arrangements are in place	31 March 2024		Work has been ongoing with service managers to develop refreshed Business Continuity Plans. These plans are currently undergoing testing and validation to ensure they are robust.
Embed the enquiry systems for public and elected members across Environment, Housing & Infrastructure services	31 March 2024		There has been progress made in terms of being able to report on the performance of Elected Member enquiries for EHI and this can now be done in a more joined up way. The recording and monitoring of these enquiries are continuing as they were and progress on a more joined up approach has been held up due to delays in introduction of new structure for Service Development.
Review Health & Safety and Risk Assessments	31 March 2024		An ongoing review and revision of the risk assessments across services is underway. Risk Assessments are being reviewed in line with an overarching approach to ensure staff have access to one source for the majority of tasks undertaken in specific job roles.









Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Ensure robust financial monitoring	31 March 2024		The Senior Leadership Team and service managers continue to meet on a period by period basis with finance colleagues to monitor budgets and to ensure the service is provided with the most up to date information to ensure robust financial systems are in place to support the service.
Review and maintain continuous improvement frameworks	31 March 2024		Infrastructure & Service Development services have been successfully re-accredited through strategic review for the next three years of accreditation to the ISO9001 Quality Management Systems standard.
Support the Council in developing New Ways of Working (Council Plan)	31 March 2024		<p>A lot of work and preparation on the New Ways of Working has been undertaken with an initial focus on Renfrewshire House as the Council headquarters.</p> <p>This has included setting up cross service Operational and Strategic Groups.</p> <p>Officers procured a space planner to assist with the design of offices and work will be undertaken in the final 6 months of 23/24 to relocate and join teams, add meeting/collaboration space and look to relocate staff from Abbey House into Renfrewshire House.</p> <p>Pilots of soundproof pods, new ICT meeting equipment, headphones and break out areas have been undertaken and reviewed.</p> <p>The work has been undertaken to give the flexibility for staff to continue to work in a hybrid model (wherever possible) and therefore rationalise the number of desks for each team. Work has also been undertaken to understand leases and assess if other organisations eg, RVJB could be located in Renfrewshire House.</p>



Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Develop and undertake a Strategic Property Review of Council operational, non-operational and surplus assets (Council Plan)	31 March 2024		<p>Work has been undertaken to collect and assess data for the Council portfolio. This has included staff resource/energy and usage.</p> <p>Visits to gather further information on Community Halls and Self Managed Halls has been undertaken</p> <p>An update report on the Strategic Property Review was taken to the Infrastructure, Land and Environment Policy Board on 26 May 2023 to outline progress and next steps.</p> <p>Officers working to remove Renfrewshire Council from leases (where possible and cost effective) and to consolidate staff into other buildings e.g. Renfrewshire House. In particular, the lease for Abbey House will end in January 2024 with HSCP and Social Work staff being relocated to Renfrewshire House from November 2023.</p>

Delivering the Council Plan – Living our Values

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1	Q2	2023/24	Explanation of performance
				Value	Target	Value	Target	Value	Value	Target	
Average number of work days lost through sickness absence per employee (FTE) (cumulative)				This is a new indicator in 2023/24 covering new service				3.5 days	N/A	Awaiting HR target info	In Q1, the average number of work-days lost per FTE was 3.5.
% of members enquiries completed within timescale by E,H&I				87%	85%	93%	85%	91%	92%	85%	2021/22 and 2022/23 data reflects the services of E,H&I excluding Housing, Community Safety and Regulatory Services which were reported to the Communities and Housing Policy Board. Member Enquiries – in the first 6 months of 2023/24, 92% of member enquiries were responded to within timescale, this is above the 85% target. 2,498 enquires were received compared to 2,182 last year. Frontline Resolutions – Of the 4,646 enquiries received in the first 6 months, 89% have been responded to on time. Investigations – 95% of 255 complaint investigations received have been responded to on time.
% of FOI requests completed within timescale by E,H&I				96%	100%	100%	100%	100%	99%	100%	
% of front-line resolutions dealt with within timescale by E,H&I				81%	85%	87%	85%	88%	89%	85%	
% of complaint investigations completed within timescale by E,H&I				65%	95%	93%	85%	95%	95%	85%	

Delivering the Council Plan – Cross Cutting Theme -

What we will do	Due Date	Status	Progress update
EH&I will work towards keeping The Promise	31 March 2024		Service Areas have been liaising with the Council's Promise lead officer to ensure the service is supporting The Promise.
Deliver a programme of engagement with schools, parents, and pupils, encouraging participation in the development of school meal menus	31 March 2024		<p>Officers continually liaise with schools, in particular Head Teachers to understand what is working well (or not so well). Where feedback is received, this is actioned - this has been the case with parts of the new menu which have been changed following feedback.</p> <p>Facilities Managers continue to visit all schools to meet Head Teachers and discuss any issues.</p>



Environment, Housing & Infrastructure

Service Improvement Plan 2023 - 26
Six-monthly progress update
November 2023

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



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2023/24 Mid-Year Monitoring Report

1. Summary

- 1.1 The Chief Executive's Service Improvement Plan 2023-26 was approved by the Finance, Resources & Customer Services Policy Board in June 2023. The plan sets out the priorities for the development of the service over a three-year period. These priorities are aligned to those set out in the 2022-27 Council Plan. The Service Improvement Plan sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured. These reflect the priority themes of the Council Plan and the refreshed Community Plan, both approved by Council in September 2022.
- 1.2 This report contains details of the Chief Executive's Service performance and achievements over the period 1 April 2023 to 30 September 2023. The main purpose of the report is to provide:
- details of the key achievements of the service over the period,
 - a progress update on implementing the action plan linked to the 2023-26 Service Improvement Plan,
 - an assessment of performance in relation to the service scorecard of core performance indicators, and
 - an overview of priorities for the service over the next six months.
- 1.3 Over the past six months, the service has made good progress in delivering positive outcomes for Renfrewshire and its residents.

This is within an operating context that remains complex and fast-moving. Economic conditions are currently changing rapidly and both households and organisations are experiencing cost pressures and supply issues, and this is unlikely to change in the near future. The long-term impacts of the pandemic are still being felt, and recovery remains a priority for communities and for the organisation.

At the same time, the service is seeking to deliver on key priorities which will deliver on the ambitions of the Council Plan.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources & Customer Services Policy Board notes:
- a) the contents of this report;
 - b) the progress to date on delivering the actions contained within the Chief Executive's Service Improvement Plan;
 - c) the current performance of the service as measured by the scorecard indicators;
 - d) that an outturn report on the full year performance for 2023/24 will be brought to this Board in June 2024.

3. Background

- 3.1 Service Improvement Plans are a clear statement of the outcomes each service wants to achieve, the actions it will take to achieve this, and the performance measures it will use to monitor progress and measure success. Updates on the actions and performance measures are included as an appendix to this report.
- 3.2 Service Improvement Plans fit within the wider framework provided by the Council Plan and the Community Plan. They ensure elected members have oversight of developments within the service and consider and develop policy options which reflect customer need and resource availability.
- 3.3 Section 4 of this report gives details of service activity and achievements over the period April-September 2023. Section 5 discusses actions delayed or cancelled, and any new actions added to reflect additional priorities identified since the plan was approved. Section 6 provides a narrative on performance and Section 7 summarises the service priorities for the period until March 2024.
- 3.4 An outturn report detailing full-year performance will be submitted to board in June 2024.

4. Service Achievements April to September 2023

4.1 The Chief Executive's Service has a large remit, from large-scale infrastructural projects and events to one-to-one support for individuals. This diverse remit is reflected in the many achievements of the service over the last six months, outlined below by theme.

4.2 Place

- As part of the Council's Cultural Infrastructure Investment Programme, Paisley Town Hall refurbishment was completed and opened to the public in advance of Paisley hosting the Royal National Mòd in October 2023. This transformational project has delivered a landmark entertainment venue which will help to drive new visitors and footfall into the town centre and surrounding businesses.
- The capital appeals for Paisley Museum Reimagined continues to progress positively, with total income at £1.54m and the overall income target for Trusts and Foundations having been achieved. The team has continued to cultivate major donors, trusts and foundations which has led to a prominent business leader donating £10,000 and the Nairn Family Trust awarding £50,000.
- The Museum will be a multi-use building with a new garden gallery, public courtyard, café and picnic areas. Coats Observatory, the oldest public observatory in Scotland, will be open and accessible to the public, and there will be multiple new community spaces and learning areas. The refurbished Museum is due to be completed in 2025. The new Paisley Learning and Culture Hub will contain a completely refitting building and feature a new modern frontage, children's library and IT suite, and is due to be open to the public on 20th November.
- The Future Paisley programme continues to use culture, heritage and the arts to support regeneration. The latest round of grant applications for the Culture, Heritage and Events Fund (CHEF) and Cultural Organisations Development Fund (CODF) took place over the summer of 2023 and will support sector growth and sustainability and provide cultural participation opportunities across Renfrewshire. Longer-term projects such as the Castlehead School of Creativity, The Sculpture House, and Art Boss continue to deliver positive outcomes for children and young people.
- The Marketing team successfully delivered several destination campaigns to raise the profile of Renfrewshire across visitor audiences, including promotion of visitor attractions and activity, the summer events programme, and delivery of a national campaign to bring visitors to Renfrewshire for the Mòd Phàislig and Mòd Fringe events.

- As national planning guidance continues to progress, Renfrewshire Council now has a national vision, spatial strategy and principles, along with policies and actions to embrace and translate into plans and placemaking at the local level. The August 2023 Planning and Climate Change Policy Board approved the Development Plan Scheme 2023 which outlines the key stages and timeline in the preparation of the LDP3, and the Participation Statement was subject to consultation and the outcomes reported to the same Board.
- Work has been ongoing to refresh the town centre strategies pending applicable Supplementary Guidance and in the meantime the team has been outlining potential regeneration priorities and projects, including commissioning visioning work in Johnstone and a review of potential projects in Erskine.
- The #Youdecide participatory budgeting campaign is well under way with 14 completed to date and contracts have been prepared for a further 22 projects.

4.3 Economy

- The spring/summer events programme was successfully delivered, attracting 61,000 attendees, and providing a combined economic impact of £1.68m. This included the Paisley Food and Drink Festival in April, and the Sma' Shot Day and Renfrew Pipe Band competition taking place over summer, which combined provided 108 opportunities in dance, theatre, spoken word and live music performances, and the Doors Open Day
- Two reports were commissioned to analyse Renfrewshire's Growth Sectors which highlighted economic growth opportunities, and how to reconcile existing priorities with future challenges.
- Ahead of expected Community Wealth Building legislation, the economic development team has been working with the Scottish Government, reporting quarterly, contributing to national workshops, and participating in a pilot project with Scottish Excel and the Council's procurement team.
- For the past 18 months the Economic Development team with the Procurement team, has been delivering a wide range of new supports to local businesses to encourage them to bid for public sector contracts. This builds on existing work with the Supplier Development Programme and Business Gateway support to increase and sustain local economic growth and increase public sector spend in the local area.
- The Regeneration and Place Team submitted four applications this year for the 2024/25 allocations of the Regeneration Capital Grant Fund, and are now preparing two stage two applications. An application was also submitted this year to the Scottish Government's Vacant and Derelict Land Investment Programme (VDLIP) which is also at stage two of the process.

- Renfrewshire Council receives employability support grants to deliver employability services in the area and for No One Left Behind, a partnership approach to shaping and delivering employability. The focus of the funding for 2023/24 is significantly different from the last year, with a much larger focus on parental employability support. In the last 6 months, the employability service, Invest, has supported 264 people into paid employment and 330 people to secure qualifications.

4.4 Fair

- The Policy and Partnerships service area is continuing to progress key strands of the Alcohol and Drugs Programme, including the implementation of our Trauma-Informed and Responsive Renfrewshire programme and undertaking scoping work on tackling stigma. Work is also underway to finalise an approach to evaluating the work of the programme in order to support decision-making about the future direction.
- The Fairer Renfrewshire Sub-Committee has been meeting since August 2022 and a Fairer Renfrewshire Officers Group from across services is meeting monthly to develop the programme to address financial insecurity and inequalities. In March 2023 existing funds were brought together into a single resource for Fairer Renfrewshire at around £5million, and over the past 6 months, officers have been focusing on progressing a deep dive data exercise about local child poverty, developing the Fair Food Renfrewshire partnership and community food fund, and the launch of this year's Winter Connections Programme which is now open for applications. The new School Support service, provided by Renfrewshire Citizens Advice Bureau also launched across all Renfrewshire secondary schools.
- The Summer of Fun summer holiday programme was successfully delivered using funding from the Fairer Renfrewshire budget and Scottish Government as well as Future Paisley funding to enhance cultural experiences. A diverse programme was developed to deliver a range of activities for children, families, and young people across Renfrewshire to access over the holidays along with the provision of healthy food. The programme was delivered by Community Learning and Development, Street Stuff, Education, One Ren, Future Paisley and a number of community groups and organisations who received small grants funding, was targeted to support families in the child poverty priority groups. Initial evaluation has been positive around activities on offer and indicates that the programme was successful in reaching low-income families, particularly those families who are in the child poverty priority groups and may be underserved by mainstream holiday programmes. Progress has been made toward developing a Fair Food Strategy, with a Vision and Charter being developed and a Terms of Reference agreed by the Steering Group in September.

- A review of Local Partnerships commenced in September, which will involve engagement with officers and members from the partnership as well as the wider community. The purpose will be to enhance participation, facilitate greater engagement from Council services, develop meaningful local priorities and action plans, and identify options for improving the grant allocation process.
- The grant allocation process for the seven Local Partnerships took place in May and June 2023 in which 142 grants were awarded for 2023/24 to a sum of £433, 991.
- Through Youth Voice, a youth leadership consultation took place where a Summer Roadshow was co-designed with young people. The Summer Roadshow was held across Renfrewshire, the aim of which was to raise awareness of a variety of issues, such as LGBTI+, relationship safety, Environmental Awareness. The event was also used as an opportunity to engage and consult to establish the type of activities in local areas are of interest to young people.

4.5 Green

- There is further work being explored regarding the expansion of the low carbon District Heating Network to facilities at the Advanced Manufacturing Innovation District Scotland (AMIDS), and an options appraisal is currently being drafted for presenting at Board. This network supplies heat and hot water 90% greener than a gas boiler.
- Following the in-person Community Climate Conversation in June, an online stakeholder event was held in September with local and national partners, such as local housing associations, Scottish Power, Scottish Gas, Scottish Water, Transport Scotland, UWS and all 8 Glasgow City Region local authorities. Attendees had the opportunity to understand their influence and their role in progressing to net zero as well as partnership working opportunities.
- In 2023, the Green Spaces, Play Parks and Villages Investment Fund has supported 24 projects including gala days, community gardening projects and community murals. Most recently, 2 green spaces projects totalling £9,650 and 2 village investment project worth £3,300 were approved.
- In March 2023, Council agreed to combine the remaining monies from the Community Empowerment Fund and Climate Change Action Fund to create a single, easy-to-access Sustainable Communities Fund. Available funding has been boosted by an allocation of £650,000 from the UK Shared Prosperity Fund, giving total overall funding of £1.496m. The September Leadership Board approved the small, intermediate and large grant tiered system, and guidance for the fund.

4.6 Living Our Values

- The Corporate Management Team (CMT) have undertaken a corporate self-assessment including a survey and follow-up workshops and have now agreed a range of actions which align with key priorities. A further self-assessment will be carried out with the 'Our Leaders Forum' senior management cohort later this year.
- A revised CMT scorecard was developed with a new quarterly performance focus at CMT, plus 'deep dives' on specific areas - the first was on complaints and the second on planning and building standards. The service is also reviewing how performance data is presented to ensure this is accessible for all audiences.
- In terms of implementing the Council brand, an Accessible Communications Guide has been completed for use, which includes advice and support on accessible and inclusive language, accessible web content, digital content, interpretation, and translation. An independent agency has also been commissioned to deliver an audience segmentation model to inform ongoing corporate marketing and communications activities.
- A draft community planning performance framework was presented to Leadership Board in September for information. It contains the 12 priority of the Community Plan and how the partnership will deliver these actions and measure the impact of the plan. Officers are working with Community Planning Partners finalise the framework.
- The service has been supporting our external auditors as they implement a new thematic approach to Best Value Assurance.
- Education Scotland are currently undertaking a programme of inspection visits across all 32 local authority areas, and local services in Renfrewshire will receive an inspection visit over the coming months. It is anticipated that 4 weeks' notice will be given by Education Scotland prior to any visit taking place, with the focus being on the progress that is being made locally in terms of the delivery of the Community Learning and Development Strategy. The service will be preparing for this visit, ensuring it has gathered evidence of local leadership and positive impacts to the community.

4.7 Improving Outcomes for Children and Families

- As part of the recent review of the Service Improvement Plan, midterm and outturn formats, all SIPs include an action about keeping the Promise in Renfrewshire. A total of 6 Promise Champions amongst Chief Exec's staff have been recruited.
- Future Paisley's The Promise Arts and Cultural engagement programme is strategically connected to delivery of The Promise and the Council's role as a corporate parent. The programme is designed to build social and cultural capital amongst local care experienced young people and young carers to improve outcomes for these groups.

- The Arts and Cultural Participation programme has supported care experienced young people to take part in a range of arts programmes and experiences, including trips to Banksy exhibition and Yardworks workshop in Glasgow and a community based mural painting on Gallowhill Community Centre involving primary school children.
- For the 2023/24 Celebrating Renfrewshire Fund, six young people from a range of backgrounds designed the funding themes, vetted the applications and delivered the funding award presentation event. 126 project applications submitted, 1683 individual young people voted in total, 5,043 choices were made in total.

5. Areas where Actions have been delayed or cancelled

- 5.1 There was a slight delay to the progression of the next phase of Local Partnerships' development due to officers being required to undertake a number of time-critical programmes of work. This included the launch of the Summer of Fun Grants programme, the Community Food grants programme, the development of schools and family advice models and Local Partnership grant activity. The work was originally anticipated to commence over summer, but instead began in September, with a full report and recommendations following engagement due to be submitted to the Leadership Board in December 2023.
- 5.2 Officers have been working to evaluate projects and services previously funded by the Tackling Poverty Programme, following the end of this funding stream and the development of the new Fairer Renfrewshire programme. This work is slightly behind schedule but will be complete by the end of the year in order for funding proposals for the Fairer Renfrewshire programme in 24/25 to be considered in Spring 2024.

6. Progress against performance measures

- 6.1 The Chief Executive's Service reports on 42 performance indicators of which 8 are reported annually, 33 are reported quarterly, and one is based on a staff survey and therefore aligns to the timescales for the survey. The attached scorecard contains the data for Quarters 1 and 2, covering 1 April 2023 to 30th September 2023. It also contains the end of year data for 1 April 2022 to 31 March 2023, to contextualise quarterly performance as well as provide most recent data for annual only indicators.
- 6.2 Of the 33 indicators that are measured on a quarterly basis, 20 are on track or above target, and 4 are new and have no baseline so a target has not yet been set. There are 4 marked yellow, meaning they are very close to hitting target, and only 3 are red, having missed target.

- 6.3 Out of the 3 indicators that missed target, 2 were related to building standards: Percentage of first reports issues within 20 days, where the target was 95% and performance was 63.3%; and time to issue a building warrant or amendment to warrant from receipt of application where target is 60 days and performance was 97 days in Quarter 2. This indicator measures both building standards officers' and external agents' response times and, as a result, there are aspects that are out with the Council's control. The indicator is from the national Building Standards Performance Framework which places a responsibility on Council verifiers to seek to reduce and minimise turnaround times for building warrant applications. Given current performance and the elements that are outwith our control, consideration should be given to reviewing this target and setting it at 90 days. This area of performance was discussed at the CMT deep dive described in section 4.6.
- 6.4 The other missed target was the percentage of frontline resolution complaints responded to within timescales agreed with the customer. In quarter 2, the Chief Executive's Service received 8 frontline complaints, 2 of which were completed within timescale, 3 completed out with timescale and 3 are still being followed up out with timescale.

7. Priorities over the next 6 months

- 7.1 Promoting Renfrewshire as a place of culture in order to attract business and visitors will continue to be a priority. The Cultural Infrastructure Investment Programme continues with Paisley Arts Centre due to be completed by early 2024, followed by the Museum opening in 2025. The Royal Mòd Phàislig (13,000 visitors) and the Halloween Festival (50,000 attendees) successfully took place in October 2023. Economic Impact Assessments of both events are underway and will be reported at a future date. The events team continue to work on the production and delivery of the council's Christmas events programme in Paisley, Renfrew and Johnstone, while the marketing team continues to market Renfrewshire events to local and regional audiences. The team is working on delivering a new events strategy for Renfrewshire, to maximise resource and deliver wider economic or social benefits for the good of local communities and civic pride.
- 7.2 Managing the continuing cost-of-living crisis is a priority across the Council, and for the Chief Executive's service, ongoing initiatives which address financial insecurity continue but also may need to adapt as financial pressures may change. Work over the coming months will continue to focus on supporting households experiencing financial pressures, through for example a £50 per child additional payment for winter clothing which will be paid to all families in receipt of free school clothing grants in November 2023 and the development of the Fair Food Renfrewshire strategy, due to be completed by the end of the financial year.

- 7.3 Completing the procurement of a new technology solution will allow the final phase of developing a new website for the council to begin, with a first launch estimated at the end of 2024, and the ongoing fulfilment of the council's digital experience strategy, a key lever in the council's transformation journey.
- 7.4 The Council has appointed a private sector Development Partner to work with the Council and deliver the next phases of AMIDS. Several leads are currently being explored and further opportunities are expected to be brought forward in the coming months. There is ongoing work to explore opportunities for the District Heating Network to be extended, with an options appraisal being prepared and anticipated at Board by the end of 2023.
- 7.5 Housing Investment Plans will continue to progress over the next few months. The Strategic Housing Investment Plan 2024-2029 has been the subject of consultation and engagement following discussions with the Scottish Government and Registered Social Landlords operating in Renfrewshire. It will be presented to the Communities and Housing Policy Board on 31st October 2023 and thereafter submitted to the Scottish Government. The local housing need and demand assessment has been completed and identifies the 5-year affordable housing estimates for each area in Renfrewshire, and the Local Housing Strategy 2023-2028 will also be presented to the October Board.
- 7.6 As outlined in the Council and Community Plans, the ongoing involvement of communities and increasing community participation is a priority for the Council, particularly considering the current financial pressures continuing to affect families. Work to progress local partnerships will continue over the coming months and a review with recommendations will be submitted to Leadership Board in December. Youth services are also supporting the Scottish Youth Parliament Election process in which 5 candidates will be elected.
- 7.7 In line with the Council's Internal Audit and Risk Management and Governance Arrangements, Council Business Continuity Plans are being improved at a service level to ensure organisational resilience in the case of a crisis or unforeseen event. The main areas to be reviewed and updated are service area restoration plans and plans in the event of ICT system outages. The Crisis and Resilience Management Team have overarching responsibility for Business Continuity Plans and recommendations have been made to address the areas identified and ensure a consistent approach is taken across services. Each service area within the Chief Executive's Service will assess risks to business continuity to ensure a continuous delivery of critical services.

- 7.8 The Council has commenced preparation of new planning policy guidance on education contributions from new housing developments. This work which will assess requirements across the whole of Renfrewshire in due to be presented to the Council's Board in January 2024.
-

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 support the financial sustainability strategy.
- 2. HR & Organisational Development** – None
- 3. Community/Council Planning** – Service Improvement Plans reflect the contribution of each service to the Council and Community Plans.
- 4. Legal** – None
- 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. This report shows how digital channels are being used to convey information to staff and the public, including campaigns to advertise events and attract people to the area.
- 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 progress report for noting. Any project reported within this report should be assessed individually.
- 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 – The report notes progress and future priorities for the Council's Plan for Net Zero through its management of council property.

List of Background Papers: None

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Appendix Chief Executive's Service Improvement Plan 2023 – 26 Mid-Year
Report November 2023



Chief Executive's Service

Service Improvement Plan 2023 - 26

Mid-Year Report

November 2023

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

Welcome to our six-monthly update

- This update reflects on the first six months of our Service Improvement Plan, highlighting areas where we are already making progress and some areas we want to focus on more, perhaps because performance isn't moving in the direction we anticipated or because of other pressures or factors that makes this even more of a priority for us.
- Different services will contribute more towards some Council Plan Strategic Outcomes than others, so this report focuses on areas to which the Chief Executive's Service contributes more significantly. However, a full update against all the actions and performance indicators we use to measure progress is included within this report.
- The Chief Executive's Service reports on 42 performance indicators of which 8 which are reported annually, and the remainder reported quarterly. This report contains the data for Quarters 1 and 2, covering 1 April 2023 to 30 September 2023. It also contains the end of year data for 1 April 2022 to 31 March 2023, to allow comparisons as well as provide most recent data for annual only indicators.

Place: Working together to enhance wellbeing across communities

Spotlight: Cultural Infrastructure Programmes

The major refurbishment of Paisley Town Hall has been completed and the building successfully opened to the public ahead of the Royal National Mod, which was the timeline target. Paisley Learning & Cultural Hub has also completed construction will open to the public in November 2023. Work continues on Paisley Arts Centre with a revised timescale of early 2024, and Paisley Museum is expected to complete in 2025.



Local Housing Strategy 2023-28 and Strategic Housing Investment Plan approved on 31st October



50 successful projects from the #Youdecide campaign are well under way with 14 completed to date



164,199,385 opportunities to see or hear something positive about Renfrewshire in the first half of 2023/24

Areas for improvement and development

- Within Building Standards, the percentage of first reports issued within 20 days has fallen from 68% to 63.3% and remains below target. This has been significantly impacted by recruitment and retention so work is already underway to focus on this.

Economy: building an inclusive, green and resilient economy

Spotlight: Supporting local businesses

A key aim in a recently commissioned report into Renfrewshire Growth areas is to identify local supply chain growth and development. For the past 18 months the Economic Development team has been working with the Council's Procurement team to deliver a wide range of new supports to local businesses to encourage them to bid for public sector contracts.

This builds on existing work with the Supplier Development Programme and Business Gateway support to increase and sustain local economic growth and increase public sector spend in the local area.

Areas for improvement and development

Two reports were commissioned to analyse Renfrewshire's Growth Sectors which highlighted growth opportunities. This will help support work around how to reconcile existing priorities with future challenges.



£1.69m Economic impact from events



61,000 visitors for the first half of the 2023/24 events programme, as well as **1,405** participants and **268** performers.



135 new business start-ups supported

Fair: nurturing bright, happy and healthy futures for all

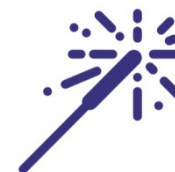
Spotlight: Summer of Fun

The Summer of Fun programme was successfully delivered, providing free activities targeted towards children with experience of poverty. Healthy food was provided, along with additional support for families and a small grants programme which funded 17 projects with the £55k budget. There were at least 4500 attendances at summer holiday camps across Renfrewshire, and 1858 attendances at Street stuff evening sessions.

Activities included arts and crafts, clay making and painting, drumming, multi-sport and fun games, and on the last week of camps, there were parties with face painting and games.



287 people currently engaged with Adult and Family Learning team



£75k allocated to Winter Connections Programme for this winter



£25k of community food fund grants awarded



140 clients engaged with Advice Works family support service

Areas for improvement and development:

The timescales on actions related to poverty mitigation have been extended, such as the deep dive on child poverty and supporting people through the cost-of-living-crisis. This is due to the ongoing crisis having more long-term effects, and resources are therefore needed to be used where most needed leading to some small delays.

Green: Leading Renfrewshire to Net Zero

Spotlight: Phase 2 of Plan for Net Zero

As part of phase 2 of the Council's Plan for Net Zero, a number of engagement events have been held to gather views and ideas around how to work towards net zero in Renfrewshire.

A Community Climate Conversation was held in person in June and an online stakeholder event was held in September with local and national partners, such as local housing associations, Scottish Power, Scottish Gas, Scottish Water, Transport Scotland, UWS and all 8 Glasgow City Region local authorities. Finally, a session with Council officers helped to pull all the ideas together and will inform a 'route map' to Net Zero which will be developed over the coming months.



Areas for improvement and development:

- Close monitoring of areas that showed a slight increase in the Council's annual carbon emissions such as natural gas consumption
- Developing our 'route map' to net zero, our approach to carbon budgeting and an adaptation plan aligned to Renfrewshire's Biodiversity Action Plan.



17.2% decrease in overall carbon emissions for Renfrewshire Council between 2021/22 and 2022/23



4,900 members of the Team Up to Clean Up Facebook Community



£1.5m available in a new Sustainable Communities Fund to support local sustainability and community empowerment

Living our Values

95% of FOI requests in a quarter completed within timescale in the Chief Executive's Department



88% of building warrants or amendments issued within 10 days of receipt of all satisfactory information

85% of investigation complaints responded to within timescales agreed with customer



25% of frontline resolution complaints responded to within timescales agreed with customer

71,240 people engaging with the Council's digital channels



83,291,544 Opportunities to see or hear something positive about Renfrewshire Council activity

Improving Outcomes for Children and Families

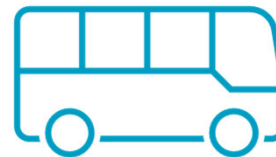
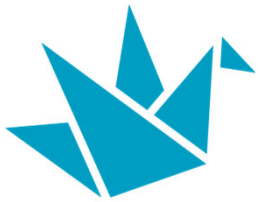
The Promise Champions (“Champs”) participated in a peer-led summer activity programme and planning an autumn Camps Youth Club.



A pilot project was run in partnership with Riverbrae School providing a Junior and Senior Youth club programme with a variety of youth work activities and creative opportunities.



Sculpture House Collective is completing the pilot year of activity including a partnership with Pals of the Privies, working with local children once a week to introduce sculpture.



Arts and Cultural Participation programme has supported care experienced young people to take part in a range of arts programmes and experiences, including trips to Banksy exhibition and Yardworks workshop in Glasgow








Actions and indicators

Full list





November 2023

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Delivering the Plan – Place

Action	Due	Status	Progress update
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)	31 Dec 25		We are progressing new Connected Communities approach - considering how we develop our 'front door' services for people accessing advice and support; exploring family advice services; and developing options for locality working.
Deliver a participatory budgeting framework for the Council (CF)	31 Mar 24		<p>The delivery of the 50 successful projects from the #Youdecide campaign is well under way with 14 completed to date. Contracts have been prepared for a further 22 projects and work is ongoing including to deliver the remaining 14 projects. Johnstone PB Christmas lights event (Pilot) is now in its voting stage, due to end on 1 November 2023.</p> <p>Discussions are underway to plan another school PB process, which will focus on partnership working between schools to address the cost of the school day, tackling poverty and inequality. This is a £50k project.</p> <p>The CONSUL site was provided by COSLA to the council and is being developed within the council alongside the digital experience team, to ensure it is supported by council systems. Once this is in place, there is an agreement to look at how it will be used to support the housing regeneration team.</p>
Progress the next phase of Local Partnerships development	31 Mar 24		<p>It was anticipated that this work would commence over the summer period, however key officers were required to undertake a number of time critical programmes of work. This included the launch of the Summer of Fun Grants programme, the Community Food grants programme, the development of schools and family advice models and Local Partnership grant activity. This process has now begun as of September 2023 and includes engagement from Local Partnership and elected members, Local Partnership Chairs, Lead Officers and wider community groups. The key issues being explored are:</p> <ul style="list-style-type: none"> • Enhancing participation in Local Partnership meetings • Facilitating greater engagement from Council services and partner organisations on issues which impact Local Partnership areas • Developing meaningful local priorities and action plans • Identifying options for improving the grant allocation process <p>A full report and recommendations from the review will be submitted to the Leadership Board on 6 December 2023</p>




Delivering the Plan – Place

Action	Due	Status	Progress update
Deliver Renfrewshire’s Cultural Infrastructure Investment Programme	31 Jul 24		<p>Paisley Town Hall completion has now been achieved and building has been successfully opened to the public ahead of the Royal National Mod, which was the timeline target. Paisley Learning & Cultural Hub has also completed construction and the building has been handed over to begin the fit-out process.</p> <p>Paisley Arts Centre is being managed closely to ensure delivery is achieved on the revised timescale of early 2024, and Paisley Museum is expected to complete in 2025.</p>
Participate in and monitor progression of the Clyde Metro in partnership with Glasgow City Council, Transport Scotland and other stakeholders.	31 Mar 25		Glasgow City Region Project team now liaising with UK Infrastructure Bank on project to accelerate project outcomes
Work with the development partner and stakeholders to maximise the potential of AMIDS for Renfrewshire	31 Mar 26		Development partner (Buccleuch) now in place with LLP joint venture company now set up. Work has commenced to secure new leads to AMIDS with positive discussions ongoing. Construction of phase 1 which will deliver the next building on site, is progressing through the design phase. Construction of this phase is due for completion in 2025.
Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.	31 Mar 24		<p>Work is ongoing to evaluate the social, economic and cultural impact of the Future Paisley programme, covering over 100 different projects, activities and events. Mid-year Project Lead reporting of outcomes is underway and will be reported to the council’s Leadership Board in December. Work on the programme retrospective has started, including the evaluation of cultural funding programmes CHEF and CODF.</p> <p>Future Paisley Evidence Reviews have been completed to help understand more complex assumptions, and to inform policy development, thinking and analysis in the long-term:</p> <ul style="list-style-type: none"> • The Role of Arts and Culture in Lifting Communities out of Poverty: A Review of Evidence. • The Social Value of Community Events: A Review of Literature. • Measuring Wellbeing. Gauging (Mental) Wellbeing Benefits of Arts & Cultural Participation: Insights & Approaches. • The Impact of Co-Production on Community Wellbeing: A Review of Evidence (underway) <p>Evaluation tools, case studies and evidence reviews are published at https://ccse.uws.ac.uk/</p>

Delivering the Plan – Place

Action	Due	Status	Progress update
Successfully deliver the Capital Appeal for Paisley Museum Reimagined Ltd.	31 Mar 24		<p>The fundraising campaign continues to progress positively, with total income at £1.54m and the overall income target for Trusts and Foundations having been achieved. The team are in the final stages of the £200,000 funding agreement with the Clore Duffield Foundation, which will support the development of learning space 1 - 'Clore Learning Space'.</p> <p>Other key successes in the quarter include:</p> <ul style="list-style-type: none"> • Growing corporate sponsorship with £20,000 confirmed from both The Malcolm Group and the University West of Scotland • Bringing PMR Ltd's combined corporate partner value to £90,000 with further income in the pipeline. • Hosted Renfrewshire Chamber of Commerce Premier Partners onsite in October and work is underway to cultivate new private sector relationships. • Continued to cultivate major donors, trusts and foundations which has led to a prominent business leader donating £10,000 and the Nairn Family Trust awarding £50,000. <p>Sadly, PMR Ltd donor and ambassador, Nick Kuenssberg passed away in October. PMR Ltd plan to mark Mr Kuenssberg's commitment to the project at the Coats Gathering event which is being held at Paisley Town Hall next year.</p>
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.	31 Mar 24		<p>In addition to continued promotion of the council's summer events programme, the priority for Q2 was the promotion of Renfrewshire's summer visitor season. The campaign to attract visitors included web, organic social, paid-for social and always-on advertising. Visitor proposition social media ads ran across meta platforms until the end of September. A Final evaluation will be completed in Q3, and results included: 5777 lands on Paisley.is; 300,000 accounts reached; 1,500,000 impressions; 9000 engagements, and; £0.53 cost per land.</p> <p>A Scotland-wide marketing and PR campaign began in August to encourage attendance at Mòd Phàislig and Mòd Fringe events from regular attendees, visitors and local people. In partnership with An Comunn we have showcased the programme of events taking place for the duration of the festival. Our plan included regular PR content, paid-for advertising promoting the Mòd in the Scottish Highland and Grampians and Scottish Islands, out-of-home advertising in Glasgow and Renfrewshire including bus rears, large poster sites, digital advertising activity and social media. In addition to this, a new visitor guide was distributed locally and to Renfrewshire hotel and accommodation providers to inspire visitors during their visit to the Mòd. A full evaluation will take place in Q3.</p> <p>In Quarter 2 our overall media reach was: 591 articles in the press (printed and online); More than 73m combined opportunities to see and hear (OTSH); 84,210 total page views (across whole website); Facebook organic reach of 337K, Instagram organic reach of 85K, Facebook and Instagram paid reach: 329K. For the remainder of the year visitor activity is focused on Paisley Halloween Festival and Christmas events across Renfrewshire.</p>

Delivering the Plan – Place

Action	Due	Status	Progress update
Deliver on the ambitions of our town centre strategies/visions and specifically working with partners to transform our key centres.	31 Mar 26		<p>The transformation of Paisley following delivery of the Action Plan is advancing at pace, with achievements such as creating an international culture and heritage destination and acting as a stimulus for property investment, development and re-use. Regeneration projects nearing completion include the restoration of the Museum 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. 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 following pending applicable supplementary guidance. Until publication, the team has been outlining potential regeneration priorities and projects, including commissioning visioning work in Johnstone and a review of potential projects in Erskine. The team will continue to bring forward regeneration proposals across our town centres.</p>
Proactively work with property owners to bring some of the area's most valued assets back into use	31 Mar 25		<p>The Council has been proactive in seeking out property owners of prominent buildings within our town centres in respect of potential regeneration opportunities. This includes the potential redevelopment of the Paisley Centre into a thriving mixed-use development. 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> <p>There has also been engagement with landlords in respect of promoting a new Empty Shops Grant Scheme with ambition of reducing the number of commercial vacancies within Renfrewshire's town centres.</p>
Deliver Renfrewshire's Strategic Housing Investment Programme in partnership with other housing providers in Renfrewshire	31 Mar 29		<p>The Renfrewshire Strategic Housing Investment Plan 2024-2029 has been the subject of consultation and engagement following discussions with the Scottish Government and Registered Social Landlords operating in Renfrewshire. The Strategic Housing Investment Plan (SHIP) is updated annually to take account of progress and completions in relation to delivering the affordable housing programme in Renfrewshire.</p> <p>The SHIP will be presented to the Communities and Housing Policy Board on 31st October 2023 and thereafter submitted to the Scottish Government.</p>










Delivering the Plan – Place

Action	Due	Status	Progress update
Deliver Renfrewshire's Local Housing Strategy 2022- 27	31 Mar 27		The local housing need and demand assessment has been completed and identifies the 5-year affordable housing estimates for each area in Renfrewshire, offering a profile of the property types and sizes that would be most effective in meeting housing need. The Local Housing Strategy 2023-2028 has been prepared and will be presented to the Communities and Housing Policy Board on 31st October 2023. The strategy sets out the strategic vision for housing and housing related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment.
Deliver the Local Development Plan, the 10 year spatial strategy for Renfrewshire	31 Aug 27		<p>Following the enactment of the Planning (Scotland) Act 2019, the Scottish Government have been taking steps to successfully implement the wider reforms to transform planning including the introduction of National Planning Framework 4 (NPF4) and subsequent guidance and regulations.</p> <p>Renfrewshire Council now has a national vision, spatial strategy and principles along with policies and actions to embrace and translate into plans and placemaking at the local level. We will do that through the preparation of the next Plan, Renfrewshire Local Development Plan 3.</p> <p>The Participation Statement was subject to consultation and the outcomes reported to the Planning and Climate Change Policy Board in August 2023. In addition, the Board also approved the Development Plan Scheme 2023 which outlines the key stages and timeline in the preparation of the LDP3.</p>







Delivering the Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Fundraising income target	✅	▬	▬	969,000	500,000	Annual only				Since the last report, the fundraising team have secured £200,000 in funding from the Clore Duffield Foundation and £40,000 in corporate donations, with additional income anticipated from Corporate Supporters. We expect to meet the annual target of £500,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley.is destination brand	✅	⬇️	⬆️	204,638,668	240m	90,291,422	60m	73,908,495	60m	This indicator is focused on measuring the reach of the Paisley.is destination brand. The events coverage secured in Q2 includes Mod launch (What's On network, Gazette, Press and Journal, Event Base, West Highland Press, Stornoway Gazette, BBC Radio Orkney), Schools at the Forefront of the Mod, (Gazette, What's On Network, Paisley.org, Renfrewshire News, Evening Times), Paisley Town Hall transformation (Project Scotland, STV.tv, Evening Times, The Herald, Scottish Construction Now, Scotland News Today) Scotland News today, Scots Language Awards, (The National, Yahoo, Banffshire Journal, The Scotsman, Stirling Observer and Shopper), Schools Pipe Band Win (Paisley Daily Express, The National) and Halloween (Paisley Daily Express, Paisley.org, Paisley Gazette, Renfrewshire News, What's On Network, Daily record online, Evening Times).
Number of properties on the Buildings at Risk Register	⚠️	⬆️	⬇️	27	27	29	27	28	27	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 28 Renfrewshire properties, with 4 in progress of restoration. Properties are located across the council area including Kilbarchan, Lochwinnoch, Paisley and Renfrew. Discussions are ongoing with HES to get some buildings no longer at risk removed from the list.




Delivering the Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Percentage of first reports (Building Standards) issued within 20 days				66.1	95	68	95	63.3	95	Performance is lower than anticipated for Q2 as the section is carrying a further Assistant Building Standards Surveyor two vacancies. Staff recruitment and retention remains an issue. The section now has 5 Assistant Building Standards Surveyors who have less than one years' experience and the level of training and mentoring which is required is resource intensive and this is impacting upon performance.
Amount of Vacant and Derelict Land (hectares)				248	Data only	Annual only				The vacant and derelict land survey is undertaken each year covering the period between the 1 April to the 31 March. In 2023 there are 248 hectares of land recorded as vacant and derelict on the Council's survey. The total amount of vacant and derelict land continues to reduce across Renfrewshire with a 6 ha reduction since last year.
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment (hectares)				7.5	20	Annual only				The vacant and derelict land survey is undertaken each year covering the period between the 1 April to the 31 March. 7.5 hectares of vacant and derelict land was brought back into use during this time period. New development site starts have slowed during the past year which has reduced the amount of vacant and derelict land being brought back into use. The Council's Vacant and Derelict Land Strategy will be refreshed next year which will consider future opportunities to maximise the redevelopment of land. This indicator will be refreshed following the publication of the new strategy.



Delivering the Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Affordable housing completions				369	200	Annual only				<p>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 Bishopton. The Council continues to increase the supply and delivery of a range and choice of affordable homes to meet the housing needs of different groups.</p> <p>The final Renfrewshire Local Housing Strategy is to be presented to the Communities and Housing Policy Board on 31st October 2023. In future updates of this indicator the target will be changed to reflect the new strategy.</p>
Private housing completions				522	500	Annual only				<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 audit records 422 private completions across Renfrewshire during this time period. New site starts have slowed during the past year however it is anticipated that private completions will increase again to over 500 during 2024.</p> <p>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> <p>The final Renfrewshire Local Housing Strategy is to be presented to the Communities and Housing Policy Board on 31st October 2023. In future updates of this indicator the target will be changed to reflect the new strategy.</p>


Delivering the Plan – Economy

Action	Due	Status	Progress update
Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	31 Mar 25		<p>Clyde Waterfront & Renfrew Riverside: All required community benefits have been delivered to date, with the rest remaining on track during the project lifespan. Project is advancing with the completion of a new culvert and foundations of bridge structure in place. Fabrication of bridge components is progressing with these due to arrive on site in early 2024.</p> <p>Glasgow Airport Investment Area project is now complete which is enabling the development of AMIDS.</p>
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	31 Mar 24		<p>The 2023/24 events programme for Q1 and Q2 was successfully delivered, attracting 61,000 event attendees. Independent event evaluation has confirmed an average visitor satisfaction rating of 97% and a combined economic impact of £1.68m for Renfrewshire. Evaluation data includes the numbers of people who participate in the development and delivery of the events programme and the volunteering and skills development the programme provides for local people. Further evidence of the social impacts of the programme is being driven through the evaluation of Future Paisley and the Centre for Culture, Sports and Events.</p> <p>The National Event Strategy Scotland the Perfect Stage is being refreshed and will be released in the Spring of 2024. The council's events team have supported the consultation exercise for the National Strategy and have used this insight to shape the development of Renfrewshire's event strategy.</p> <p>Renfrewshire's revised events strategy has been drafted, considering the impact of the end of Future Paisley funding, and is being tested with event partners and audiences. The events programme for 2024/25 is confirmed and follows the conclusion of Right for Renfrewshire within the service.</p>
Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for place	31 Mar 24		<p>Two reports have been commissioned to analyse Renfrewshire's Growth Sectors. The first highlighted that there are several opportunities which Renfrewshire needs to capitalise on to support the growth of its economy further. The second report aims to reconcile existing priorities, team capacity and skills engaged in the economic development and regeneration functions of the Chief Executive's Department, with the future opportunities and challenges outlined in the first report and the Council's Economic Strategy. This report highlights that there is a requirement to grow and increase visibility of Renfrewshire's inward investment proposition to drive future economic growth and development. The development of a web site which signposts the area's investment portfolio is recommended. Officers are now looking to progress this action in conjunction with the Marketing/Comms team.</p>
















Delivering the Plan – Economy

Action	Due	Status	Progress update
Develop a Community Wealth Building Plan for Renfrewshire	31 Mar 24		<p>Community Wealth Building [CWB] is at the heart of the council's approach to inclusive economic growth and aims to support a wellbeing economy in Renfrewshire. A new Community Wealth Building Act is expected next year, and a council framework/plan is currently being prepared. Key actions to report are:</p> <ul style="list-style-type: none"> • Ensuring the Council CWB plan is aligned to a regional approach with Glasgow City Region. • Reporting quarterly to the Scottish Governments Community Wealth Building Policy Manager and liaising directly with colleagues in the SG CWB policy team • Contributing to Economic Development Association Scotland (EDAS) and Centre for Local Economic Strategies [CLES] workshops. • As part of a Scottish Government pilot, Renfrewshire Council (Economic Development and Procurement) were one of four local authorities to participate in a CWB project delivered by Scotland Excel. The project involved data analysis of local spend, practice sharing workshops and a Spotlight on Community Wealth Building from the Scottish Government's Heads of Procurement. • Economic Development are working on a draft paper which will provide an overview of CWB practice within the Council and will outline the Council's key objectives and levers to maximise the impact of CWB at a local level. In order to ensure the paper is aligned to national policy, the draft paper will be revised to reflect the proposed new CWB Bill due to be put forward during the current parliamentary term.
Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	31 Dec 23		<p>A key aim of the recent Growth Sectors report is for the Council to identify opportunities for local supply chain growth and development. For the past 18 months the Economic Development and Procurement teams in the council have been developing and delivering a wide range of new supports to local businesses to encourage them to bid for public sector contracts. This builds on existing work with the Supplier Development Programme and Business Gateway support. The main driver of this is work around the Community Wealth Building agenda and the aim of increasing and sustaining local economic growth and also increasing council, and other public sector spend, in the local area.</p> <p>Further opportunities for local growth and development are also being explored.</p>
















Delivering the Plan – Economy

Action	Due	Status	Progress update
Maximise funding for regeneration of Renfrewshire’s places through grant submissions to external sources including UK and Scottish Governments	31 Mar 26		<p>The Regeneration and Place Team has successfully secured funding through various external sources. Between 21/22 and 25/26 it has been allocated £4.4m from the Place Based Investment Fund for capital regeneration projects. Between 22/23 and 24/25 we have received £1.5m in funding for capital and revenue regeneration spend from the Shared Prosperity fund.</p> <p>The Council has consistently been successful in RCGF funding applications, most recently receiving £800k in funding for the PACE theatre project. Four applications have been submitted this year for the 24/25 allocation. We have now been invited to Stage 2 for two of these applications which will be submitted in November, with decisions expected in the new year.</p> <p>An application was also submitted this year to the Scottish Government’s Vacant and Derelict Land Investment Programme (VDLIP) which, again we have been successful in progressing to Stage 2, with a further application to be submitted in November.</p> <p>Funding worth £85k has been secured from SEPA to investigate the potential deculverting and environmental enhancement of the Candren Burn in Ferguslie.</p> <p>The Regeneration team will continue to explore external funding opportunities to help deliver our place shaping agenda.</p>

Delivering the Plan – Economy

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Measure of Civic Pride related to events (% of people agreeing that local events make them proud of their hometown)				84	85	Annual only				A baseline target of 85% has been set for 23/24. Events in Q1 returned an average score of 89% with events in Q2 delivering 92%.
Number of people participating in the events programme				3,140	300	648	300	757	450	Three events were delivered in Q2 and 757 participation opportunities were created. Local groups and individuals were able to participate in dance, developing routines and choreography for the Sma' Shot Day parade, visual arts including costume, hat, prop and banner making.
Number of people performing in the event programme				568	150	160	100	108	100	Two events provided performance opportunities in Q2, Sma' Shot day and Renfrew Pipe Band Competition. Combined this provided 108 opportunities in dance, theatre, spoken word and live music performances took place within the event site, on the main stage and in local venues including the Bungalow.
Number of volunteering hours supporting the development and delivery of the events programme (new)				New	New	99	45	53	45	Eleven volunteers supported the delivery of all three Q2 events with a total of 53 hours. The roles included workshop assistance, way finding, parade support and welcome host. In addition to those who directly volunteered as part of the events team another additional 17 volunteer roles were supported by partners who were either working or participating at the events. These roles included stage management, workshop assistance and stall management.
Number of people attending the events programme				151,500	65,000	42,500	20,000	17,000	15,000	Q2 events, Sma' Shot day, Renfrew Pipe Bands and Doors Open Days drew 17,000 attendees. Renfrew Pipe Band attendance was 4,000 with 28% of the attendees' visitors to the area. Sma' Shot Day attracted 6,000 with 20% of those being visitors to Renfrewshire and Doors Open day drew 7,000 attendees across the weekend.

Delivering the Plan – Economy

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Economic impact and local spend of attendees to the visitor events programme (New) (£)				New	New	1,383,654	Data only	305,927	Data only	Sma' Shot Day and Renfrew Pipe Band Competitions were evaluated as visitor events in Q2 achieving a combined economic impact and local spend of £305,927 with Sma' Shot day delivering £168,106 and Renfrew Pipe Band competition £137,821.
Average spend per head of attendees to the events programme (New) (£)				New	New	52.86	Data only	38.7	Data only	Q2 events achieved an average spend per head of £38.70. Sma' Shot day on average spent £38.49 per head with those attending Renfrew Pipe Band Competition spending £38.91
Number of new business start-ups in Renfrewshire with Business Gateway support				206	320	50	80	85	80	There has been an 80% increase in the number of businesses started with Business Gateway support compared to the corresponding period (Q2) last year. Work is ongoing to encourage those interested in starting their own business to take the final step.
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team				350	300	67	75	99	75	99 local businesses received support in the second quarter. Businesses are still struggling to maintain cash flow strength due to rising costs amid national and global inflation impacting on consumer demand.
Number of Social Enterprises supported to grow / develop / income generate with Council support				89	80	33	20	18	20	18 different Social Enterprises were provided support to grow, develop, and generate income in this quarter.



Delivering the Plan – Economy

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Number of trainee type posts created for unemployed people at Renfrewshire Council	✓	↑	↓	68	40	12	10	23	10	23 new council trainee roles were started in Q2 where unemployed people gain paid work experience at the council to prepare them for future employment.
Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme	✓	↑	↑	1,370	1,100	369	275	404	275	There were 404 new registrations in Q2 with several hundred other clients already registered in 2022-23 and still receiving support in 23-24.
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme	✓	↑	↑	507	400	177	100	153	100	153 unemployed/low waged people achieved a qualification in quarter 2.
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	✓	↑	↑	538	350	124	87.5	140	87.5	140 unemployed/low waged people secured new paid employment in quarter 2.
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme	✓	↑	↑	340	180	Annual only				*New indicator, baseline to be established in order to set targets moving forward.




Delivering the Plan – Fair

Action	Due	Status	Progress update
Develop the Trauma Informed and Responsive Renfrewshire Programme	31 Mar 25		<p>Local networking and development activities within council services and partners of local HSCP, community planning, and wider health board area continue in order to build on collaborative working. Regular meetings with local trauma leads' network group to identify further opportunities and schedule activities for collaborative working and sharing of resources. Contributed to development group for Renfrewshire's recent Adult Support and Protection Conference.</p> <p>A development session has been scheduled for mid-November and thereafter the draft Road Map and action plan will go to CMT.</p> <p>In terms of building capacity through learning, work has taken place with colleagues in housing support and business support with learning programmes for their teams and with the OD team to develop online level 1 videos from NES to be available for council and OneRen staff. Engagement continues with OneRen and HSCP relating to learning programmes for their staff. Further STILT session took place on 3rd October. Post-STILT meetings continue to explore next steps with those who attended STILT sessions. Co-facilitation of learning session with East Dunbartonshire Council and engagement with Police Scotland to explore training for police staff with Inverclyde Council.</p> <p>National engagement activities continue with Improvement Service, Adult support and protection leader, and NES relating to evolving national developments to support local progress.</p>
Deliver the Stigma/Language Matters project.	31 Mar 24		<p>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. Proposals are being developed around locally focused awareness raising materials for improving the understanding of stigma relating to alcohol/drugs/mental health, for people who live and work in Renfrewshire. A review of the resources required to deliver this project is currently underway, including exploring working with a local partner.</p>





Delivering the Plan – Fair

Action	Due	Status	Progress update
Take forward the recommendations of the Alcohol and Drugs Commission	31 Mar 25		<p>MyLA (My Life Ahead) launched last year delivered by Housing Service with Turning Point Scotland, providing holistic wraparound support, using elements of the Housing First approach. The project has provided support for 39 individuals - exceeding the target number - and there have been positive indicators emerging in terms of: reduction in alcohol/drug use; people successfully accessing the specialist services they require; and those with a history of non-engagement now working positively with the MyLA team. September Leadership Board agreed to extend this project for a further 12 months until October 2024, which will also allow a more accurate assessment of the impact it is having on the individuals it supports in sustaining settled housing.</p> <p>Children's Services and I Am Me Scotland have developed a digital, interactive, and progressive curricular programme in substance use for early years to senior phase, aligned to the principles of Curriculum for Excellence, and reflecting the context of alcohol and drug use within Renfrewshire. The 'Alcohol and Substance Awareness Education' pack, including nursery, primary, and secondary resources, has been produced with Renfrewshire Children's Services, Teachers, Police Scotland, NHS, Renfrewshire HSCP and, most importantly, children, young people, and those who have lived experience of drug and alcohol use. Since its launch in August 2022, the programme has built up over 1,500 users including schools, Police Scotland, and HSCP. It has been accessed by over 400 Renfrewshire teachers. A recent evaluation of the programme recognised the need to expand on lessons related to vaping within the programme. Consultation between colleagues in education and HSCPs across NHSGGC is ongoing to coordinate development of additional materials. In September 2023, the programme won the COSLA Excellence Award in the Tackling Inequalities and Improving Health and Wellbeing category.</p>
Develop the new Fairer Renfrewshire programme (CF)	31 Mar 25		<p>The Fairer Renfrewshire Sub-Committee has been meeting since August 2022 and a Fairer Renfrewshire Officers Group from across services is meeting monthly. In March 2023 existing funds were brought together into a single resource for Fairer Renfrewshire at around £5million, and partners are working together to further develop the programme.</p> <p>There are four key emerging themes which are shared across all elements of the programme, under which key projects are being funded: Improving financial security; Advancing equality of opportunity; Building community capacity and resilience; and, Listening to lived experience.</p> <p>The new School Support service is now in place across all Renfrewshire secondary schools. This service, provided by Renfrewshire Citizens Advice Bureau (RCAB), embeds advice workers in schools, and referrals can be received by pupils over 16, parents/carers, and school staff. The first appointments were booked prior to schools returning after summer, and bookings will be monitored closely to ensure best use of resource. Work is underway to launch the family advice service within Advice Works. As a starting point, as part of the process for applying for Free School meals or School Clothing Grants, applicants were given some information about the Advice Works service and asked whether they would like advice on money management and benefits.</p>



Delivering the Plan – Fair

Action	Due	Status	Progress update
Work with partners to support Renfrewshire residents through the cost-of-living crisis	31 Dec 24		<p>The Community Food Fund grant guidance was updated during the summer and applications opened in August, with funding of £4,000 available per application. The fund closed on 28 August 2023, and all applications received were considered by an officer panel comprising of representatives from the Council, Engage and the HSCP. Leadership Board in September 2023 agreed the awards for the fund totalling £25k. A £50 per child additional payment for winter clothing will be paid to all families in receipt of free school clothing grants in November 2023.</p> <p>The Summer of Fun programme was successfully delivered, providing free activities, targeted to children with experience of poverty. Healthy food was provided, along with additional support for families and a small grants programme which funded 17 projects with the £55k budget. There were at least 4500 attendances at summer holiday camps across Renfrewshire's, and 1858 attendances at Street stuff evening sessions. As part of Summer of Fun, we promoted all free activities across Ren during summer, include pipe band champs which was funded through Renfrew Common Good. Planning is now underway for the Winter Connections programme.</p> <p>Work is underway to launch the family advice service within Advice Works. And a schools advice service in partnership with Renfrewshire Citizens Advice Bureau.</p>
Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area	31 Mar 24		<p>The Fairer Renfrewshire panel continues to meet with officers across Council services to ensure the voice of those with lived experience of poverty informs Council's policy and practice.</p> <p>Over the summer period, drafting of a Working Agreement, setting down how the Panel, the Council, and STAR Project which supports the Panel should work together, commenced and is in the final stages of agreement. A work plan is also being developed to ensure priority topics for the Panel and for the Council are discussed. The Panel also met with officers from Housing to discuss issues such as allocations and repairs, housing being one of the Panel's initial priorities. A further meeting also took place with officers from the Council's employability service, Invest in Renfrewshire at the request of Invest, who want to understand better how they can reach and support those who are not working or in low paid jobs, especially within their priority groups which include parents, those with disabilities and health conditions and young people</p>
Develop the Fair Food Renfrewshire strategy.	31 Mar 24		<p>Following on from the Fair Food Renfrewshire meeting held in May 2023, a Vision and Charter were developed for the initiative and an initial draft of these documents circulated to attendees and those who had shown an interest in being part of Fair Food Renfrewshire for comment. A draft Terms of Reference was discussed and agreed by the Steering Group at its first meeting on 1st September 2023.</p> <p>Renfrewshire Council's Head of Policy and Partnerships is Renfrewshire's Food Champion, and chairs the Steering Group, which is made up of members from Renfrewshire Council, Renfrewshire HSCP, Engage Renfrewshire, NHSGGC and Renfrewshire Foodbank, as well as local business Barnhill Farm, with engagement ongoing to obtain further input from food businesses. Nourish Scotland continues to support this work in Renfrewshire, which is based on the Sustainable Food Places Toolkit.</p>

Delivering the Plan – Fair

Action	Due	Status	Progress update
Carry out deep dive (planned for early 2023) focusing on child poverty, which will inform delivery of local child poverty action plans (CF)	31 Dec 23		The Fairer Renfrewshire Programme is currently being developed, and as part of that programme, officers are undertaking a ‘deep dive’ child poverty exercise in order to fully understand child poverty across Renfrewshire and across different communities. This will inform the Fairer Renfrewshire programme as well as local child poverty action plans, helping the Council and partners understand the areas of greatest need. Initial data has been gathered the ‘deep dive’ data exercise as a Community Planning Partnership, focussing on the six priority family groups, with officers progressing this over the winter period.
Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.	31 Sep 23		Work has been progressing with partners and internal services to evaluate existing Tackling Poverty funded initiatives, and this expected to be completed by end of calendar year.
Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power	31 Mar 24		This action is complete, and the team will continue to deliver on it.
Deliver services in line with the CLD strategy 2021-24, such as Youth Voice programme and Street Stuff (CF)	31 Mar 24		<p>Youth Voice Programme:</p> <ul style="list-style-type: none"> • Renfrewshire Youth Voice (RYV) is planning its 11th Positive About Youth Awards that will be held in November • Delivered a summer Youth Voice Roadshow around 9 communities in Renfrewshire, encouraging young people to take part in stalls along themes of youth rights, gender-based violence, youth voice and democracy, LGBT+, and mental health and wellbeing • A RYV Residential is being planned for the October School Holidays including a variety of youth voice groups. • The Youth Survey continued to be used during the summer, and follow-up consultations and discussions with young people • Learning activities have been designed to be delivered in youth clubs and groups about a Fair and Just Transition to Net Zero • Young and Equally Safe continues to work on Gender based violence campaigns with Mentors in Violence Prevention in community and school bases. • Working with LGBT+ young people in a weekly safe space group programme covering activities around health and wellbeing. <p>Street Stuff</p> <ul style="list-style-type: none"> • Have continued to deliver core activities in antisocial behaviour hotspot areas identified by the Partnership Analyst in the evenings and weekends with the provision of healthy food supported by Fairer Renfrewshire. • Work continues with High Schools to deliver the Street to School programme supporting young people who are disengaged from mainstream schooling.


Delivering the Plan – Fair

Action	Due	Status	Progress update
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)	31 Mar 26		<p>Summer Fun family sessions ran in 6 venues throughout July with 47 families participating in the 4-week programme of play centred activities and with lunch provided for all.</p> <p>The new programme for the autumn term has more than 50 courses and groups underway across the six community learning centres and partner venues. This includes delivering a numeracy package for parents in six ELCs and nurseries as part of a new partnership initiative with early years providers.</p>
Continue to deliver new approaches to Building Communities and identify further new opportunities for locality area-based support which builds community capacity.	31 Mar 26		<p>“Take the Lead” was launched in May 2023 to promote responsible dog walking behaviours and reduce instances of dog fouling. Dog owners who sign the pledge agree to good practices such as picking up after their dog, and receive a free lead, bag dispenser and bags, and bandana promoting the Campaign. A sign up to the pledge drive was held in Robertson Park on Saturday 23rd September in conjunction with a local dog agility trainer.</p> <p>The Big Spring Clean (May) and Spotless September events increase volunteer litterpicking activity each year. Volunteers are invited to take part through social media, bus stop advertising, promotion of activity through schools, local Business Gateway advertising and local newspaper activity. The months are closed with encouragement and gratitude to all participants, along with updates of what was achieved.</p> <p>A lunchtime litter campaign coincides with Spotless September to encourage secondary school children to dispose of their waste responsibly. This incorporates increased bin provision across the route to frequented take-away premises, and stencilling of templates “The Sea Starts Here” around school gullies to raise awareness of plastic pollution. Presentations to pupils, focusing on litter's impact on climate change, wildlife and the local community, are also delivered.</p> <p>The Green Spaces, Play Parks and Villages Investment Fund has supported 114 community projects since its launch in 2018. In 2023, 24 projects have been supported including gala days, community gardening projects and community murals. Feedback from communities demonstrates the Team's support is appreciated and the funds bring neighbourhoods together, as well as deliver physical improvements.</p>






Delivering the Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Community Asset Transfer - number of months from receipt of an application to a determination being issued from the Council	✅	⬆️	⬆️	4	6	Annual only				<p>During 2022/23, two full CAT requests were approved and one application was rejected. At May 2023 one new application was awaiting final determination and three were ongoing awaiting validation. There were nine new Expressions of Interest.</p> <p>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.</p>
Number of people engaged with Adult and Family learning team (snapshot)	✅	➡️	➡️	New	New	338	220	287	220	Numbers include everyone attending summer programmes, one-off events and current learners.
Number of people engaged with Youth Services (snapshot)	📊	➡️	➡️	New	New	1594	Data only	1476	Data only	<p>New at Midyear</p> <p>Figures reflect regular attendance at groups/ projects/ awards/ learning programmes as well as one-off non-registered attendees .</p> <p>1683 young people in Renfrewshire Council used the Young Scot online voting platform to vote in local Participatory Budgeting exercises in the last two years – an early experience of local participatory democracy</p>
Number of school visits undertaken to raise awareness of environmental action and the impact of anti-social behaviours.	⚠️	➡️	➡️	New	New	18	25	13	25	<p>Presentations were delivered in the first 6 months by the Building Communities Team Up to Clean Up staff. The Youth Team have reinstated their relationships with Renfrewshire Schools post-pandemic and ASB presentations have been adapted with more of an emphasis on the local environment. School visits, with a focus on preventing anti-social behaviour, will increase from October 2023.</p>

Delivering the Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Number of young people who hold a valid Young Scot NEC card		New	New	New	New	23,359	Data only	29,159	Data only	<p>Using NRS 2021 estimated stats for those eligible put it around 89.5% (aged 5-21 year olds). This figure does not include number of replacement cards checked and re-issued.</p> <p>99 young people in Renfrewshire are registered with the Young Scot Young Carers Package, accessing free items and other support with their role</p> <p>14,656 young people aged 12-22 in Renfrewshire have the Under-22 Free Bus Travel entitlement on their Young Scot NECs.</p> <p>Over 2,256,686 free bus journeys have been taken in Renfrewshire using the Young Scot NEC card.</p>





Delivering the Plan – Green

Action	Due	Status	Progress update
Provide strategic and policy support for the Council's Plan for Net Zero	31 Mar 26		This is an ongoing action. Recent progress includes working closely with stakeholders on phase 2 of the Plan for Net Zero (the route map) with a series of engagement events. Following the Community Climate Conversation in June, an online stakeholder event was held in September with local, regional and national organisations such as many of our CPPs, local housing associations, Scottish Power, Scottish Gas, Scottish Water, Transport Scotland, UWS and all 8 GCR local and neighbouring authorities (57 attendees in total) to understand their influence and their role in progressing to net zero as well as partnership working opportunities. And on 11th October, the internal workshop was held in the Lagoon Leisure Centre, with 70 officers from across all Services to identify opportunities and collaborate in the development of the road map and action matrix. These events delivered with colleagues developing Renfrewshire's Local Heat and Energy Efficiency Strategy, to maximise the engagement opportunity.
Review opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people	31 Dec 24		This action is new this year and will be developed following phase 2 of the Plan for Net Zero which sets out the phased road map and costed, area-based delivery plans. Phase 2 is currently underway and the infrastructure pipeline of projects and the identification of skills gaps will follow on once the outcomes and the phasing are known.
Explore opportunities to extend the District Heating Network beyond AMIDS	31 Mar 25		A strategy/options appraisal for expansion of District Heating Network is being drafted with a view of presenting to board for a decision by the end of 2023.
Investigate options for a sustainable transport plan for AMIDS.	31 Sep 24		Work has commenced to consider options. Preliminary work is considering the expected site occupancy to determine potential options.
Develop a new Sustainable Communities Fund.	31 Mar 24		<p>In March 2023, Council agreed to combine the remaining monies from the Community Empowerment Fund and Climate Change Action Fund to create a single, easy-to-access Sustainable Communities Fund. Available funding has been boosted by an allocation of £650,000 from the UK Shared Prosperity Fund, giving total overall funding of £1.596m. The September Leadership Board approved the small, intermediate and large grant tiered system, and guidance for the fund.</p> <p>The Sustainable Communities Fund will be an open fund, with applications evaluated quarterly, and will welcome projects focused on community capacity building, natural spaces supporting health and wellbeing, community wealth building, place-based investments to improve community spaces, and small-scale energy projects.</p>




Delivering the Plan – Green

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Number of local businesses working with the Council to progress the Net Zero agenda	✅	⬆️	⬆️	48	40	14	10	24	10	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 & 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.
Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants	✅	⬆️	⬆️	2	4	2	1	7	1	Currently supporting a number of businesses through the application process to ensure compliance with funding requirements.
Number of visits by Environmental Taskforce to flytipping hotspots	✅	⬆️	⬆️	559	520	315	375	1,645	375	The Environmental Taskforce, created specifically to reduce flytipping in Renfrewshire, have issued 43 Fixed Penalty Notices in the first 6 months of 2023, an increase of 975% on the previous year. Engagement with communities, businesses, private landowners and housing associations has increased significantly, ensuring flytipping is removed quickly by the responsible organisation.
Number of members of the Team Up to Clean Up Facebook Community	⚠️	➡️	➡️	New	New	4,600	5,000	4,900	5,000	Team Up to Clean Up member numbers continue to grow with 4,900 current members actively engage on the group, discussing environmental issues and work alongside Renfrewshire Council to deliver improvements to their neighbourhoods.













Delivering the Plan – Living Our Values

Action	Due	Status	Progress update
Lead engagement with services to embed the new Council Plan as the framework for delivering the Council's priorities	31 Mar 24		Recent progress includes developing a more accessible progress report to meet the needs of a range of audiences. A designed version of the Council Plan has been developed and will be shared with colleagues and on the relevant platforms. All Service Improvement Plans were approved by the relevant Boards in the May/June cycle, reflecting the new Council Plan priorities and with a new, more accessible format. Midterm updates have also been updated to reflect this new format.
Undertake a corporate self-assessment exercise in line with revised best value audit methodology	31 Dec 23		Approach and model were agreed by the Corporate Management Team and the survey element of the corporate self-assessment has been completed by the extended Corporate Management Team. Follow up workshops took place over the summer and the Corporate Management Team agreed a range of actions which align with key priorities. The Corporate Management Team also agreed that a further self-assessment should be carried out with the 'Our Leaders Forum' senior management cohort, and this activity will be targeted for November 2023.
Review and refresh the Council's performance management framework	31 Dec 23		All services have been supported by the policy team to update their performance indicators and targets as required. This work also fed into the development of a new Council Plan scorecard, which was approved at Leadership Board in November 2022. Sitting alongside this, a new CMT scorecard has been developed, with a new quarterly performance focus at CMT, followed by 'deep dives' on a specific area - the first deep dive was on complaints and the second on planning and building standards. We are also reviewing how we present performance data to ensure this is accessible for all audiences – elected members, employees, citizens and partners. A refreshed format for the Council Plan performance update was presented to the June Leadership Board. This format was also tailored for the SIP mid-term progress updates due to go to the relevant Policy Boards during this cycle.
Support engagement opportunities to influence national policy direction and align the focus of the organisation in response to national legislation	31 Mar 27		The Council continues to respond to national consultations and calls for views, either directly, via COSLA, or through participation in the wide range of professional bodies of which our officers are members. Officers continue to closely monitor emerging national legislation and consider any implications for the organisation.

Delivering the Plan – Living Our Values

Action	Due	Status	Progress update
Lead implementation of the Council brand, prioritising tone of voice, inclusive communications and audience insights	31 Mar 25		<p>The following has been completed in Q2:</p> <ul style="list-style-type: none"> • An independent agency has been commissioned to deliver an audience segmentation model to inform ongoing corporate marketing and communications activities, which will be completed in Q3. This has included audience research with residents, tenants, and businesses in Renfrewshire. • Accessible Communications Guide has been completed for use. This includes advice and support on accessible and inclusive language, accessible web content, digital content, interpretation, and translation. This will be promoted across the organisation in Q3. • A key objective within the implementation plan is to deliver a new council website, which is part of the Digital Experience Strategy, and progress on this is monitored separately and reported below. • A review of the implementation of the revised Social Media Strategy has demonstrated an increase in positive engagement with residents with content performing higher than public sector industry averages. In addition, as part of improving the council's reach locally, the marketing team have concluded a review of the council's paid-for social media approach, with new processes tested and introduced across several campaigns. <p>A new council marketing and communications strategy will be developed for implementation in Q3.</p>
Lead implementation of strategic communications to support the Council's financial strategy	31 Mar 24		<p>The Head of Service attends Budget Strategy Group to provide communications support and advice as required. Ongoing media handling is in place as and when reports are presented to Council explaining the council's financial position, with updates provided to staff. Communication plans are developed to support the implementation of budget decisions on a rolling basis. Refreshed key messages are being developed for internal communications to ensure council staff are aware of the steps the council is taking to manage its future sustainability.</p>
Launch a new Council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the Council across digital platforms.	31 Mar 27		<p>The Alpha phase of development is complete. The priority for Quarter 2 has been to identify a delivery timeline and revised cost for delivery of the Live phase – the build of a new renfrewshire.gov.uk and the migration of re-designed content to the website. This has been developed and approved. Three tender exercises are currently being progressed to produce a first delivery partner and the required technology, to enable the web build to begin in March/April 2024, with the partial launch of a new Renfrewshire.gov.uk between September and December 2024. In addition, the DXP team has been providing support to colleagues to review and maintain information on the existing web estate. The team has completed 118 requests since the beginning of the year, with 43 live requests. Current requests include a review of the children and adult protection sections and anti-social behaviour information.</p>










Delivering the Plan – Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				62.5	85	66	85	80	85	In Q2, the Chief Executive's Service received 5 investigation complaints. 4 were completed within timescale and one is still being followed up outwith timescale. Target has not been met for this quarter.
% of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)				54	85	25	85	25	85	In Q2, the Chief Executive's Service received 8 Frontline complaints, 2 of which were completed within timescale, 3 completed outwith timescale and 3 are still being followed up outwith timescale. Target has not been achieved for this quarter.
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				4.82	6.5	1.14	1.3	-	1.2	It has been noted that absence is within target for Q1. Service absence monitoring continues, and absent statistics are reported to both CMT and Board.
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				97	100	93	100	95	100	During Q2, the Chief Executive's Service received 21 single service FOIs. 20 were completed within timescale.




Delivering the Plan – Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Number of people engaging with the Council's digital channels (not including website).	✅	↑	↑	69,287	54,000	70,044	72,000	71,240	72,000	<p>Social media followers have been rising steadily since the introduction of a seven-day content plan and a new Social Media Content Strategy in August 2021. X (Twitter) followers began to drop Q1 after changes to the platform and its ownership but rose again in Q2. Followers on the council's other channels (Facebook, Instagram, LinkedIn and YouTube) have continued to rise steadily. We launched a Threads account (Meta) in Q2 which already has almost 500 followers. Renfrewshire Council is a member of the majority of the most popular local community Facebook groups (120 groups).</p> <p>In addition, and not measured within the SIP, are 28,360 subscribers to the council's seven digital newsletters.</p>
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	✅	↑	↑	316,560,958	200m	80,551,458	62.5m	83,291,544	62.5m	56% of media coverage in Q2 was positive. Highlights include coverage of the summer events programme, launch of winter events programme, summer of fun programme, Spotless September and AMIDS updates.
% of staff who feel that the information they receive from internal communications is helpful	✅	↑	↑	85	85	88	85	Not Quarterly		An employee Pulse survey was conducted in May 2023. 438 responded (6% of workforce). 88% of employees found the information from internal communications channels (Take 5, staff info, Chief Executive's blog) was very helpful or helpful with council news, learning and development and information/guides on how to do their job, the most preferred topics of interest. 90% of employees found the staff info section of renfrewshire.gov.uk very helpful or helpful.



Delivering the Plan – Living Our Values

Indicator	Current Status	Short term trend	Long term trend	2022/23		Q1 2023/24		Q2 2023/24		Explanation of performance
				Value	Target	Value	Target	Value	Target	
Time to issue a building warrant or amendment to warrant from receipt of application (days)				95.5	60	100.8	60	97	60	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 and setting it at 90 days.
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information				80.5	90	80.2	90	88	90	Performance has improved but is still lower than target and this primarily stems from carrying two vacancies. 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 continue ease over the course of the year.
Average Time for processing Planning Applications (Householder) (weeks)				12.3	8	*	8	*	8	*Data for this indicator is verified biannually by the Scottish Government

Delivering the Plan – Improving Outcomes for Children and Families

Action	Due	Status	Progress update
Contribute to the Council's commitment to The Promise for all care experienced people	31 Mar 27		<p>As part of the recent review of the Service Improvement Plan, midterm and outturn formats, all SIPs include an action about keeping the Promise in Renfrewshire. A total of 6 Promise Champions amongst Chief Exec's staff have been recruited.</p> <p>Youth Services has been participating in the Promise Keepers training and committing to providing support in programme delivery and fulfilling responsibilities as corporate parents. The Promise Champions ("Champs") participated in a peer-led summer activity programme and planning an autumn Camps Youth Club.</p> <p>Arts and Cultural Participation programme has supported care experienced young people to take part in a range of arts programmes and experiences, including trips to Banksy exhibition and Yardworks workshop in Glasgow; a community based mural painting on Gallowhill Community Centre involving primary school children, continuing to offer creative projects with Children's Houses, and delivering animation project with Kinship and Who Cares? Scotland.</p>
Deliver targeted activities for children and young people including Street Stuff	31 Mar 26		<p>Supported Duke of Edinburgh Programme delivered to young people with ASN in Mary Russell, and group of Ukrainian young people working towards Bronze and Silver Awards.</p> <p>A pilot project was run in partnership with Riverbrae School providing a Junior and Senior Youth club programme with a variety of youth work activities. Evaluations show it is having a positive impact on young people who were able to experience socialising out of school with their peers and enjoying playing and being creative together. Evaluation completed and plans to revisit and deliver another programme in partnership with the Riverbrae Inclusion Team.</p> <p>StreetStuff links in with Team Up to Clean Up and participating young people improve and litterpick the area they are attending. CLD delivered a summer camp for children and young people aged 5-14 over the summer holiday period. There were over 4000 attendances with each attended being offered a hot meal and free activities across 6 areas.</p>
Linking in with the National Youth Work Strategy	31 Mar 26		<p>The Scottish Government is due to publish a new National Youth Work Strategy (2023-2028) which will recognise the significant impact on improving the life chances of Scotland's young people. Renfrewshire Youth Services will continue the dialogue with youth work providers and young people in our local authority to ensure a local youth work plan will help to address the priorities on a local level, which will support the work to improve outcomes for young people.</p> <p>*The strategy is not yet published therefore status quo.</p>

Delivering the Plan – Improving Outcomes for Children and Families

Action	Due	Status	Progress update
Support youth participation and engagement through projects such as Celebrating Renfrewshire and support for the Scottish Youth Parliament.	31 Mar 25		<p>Follow-up to the “Welcome to Your Vote” event, a partnership with RYV, Young Scot and the Electoral Commission to promote youth democracy and empowerment. Schools re-contacted to continue working with S3 school pupils who attended to support them to put their ideas into action; priority areas included cost of living and poverty, vaping and mental health and wellbeing, places for young people to meet and make friends, combatting bullying, opportunities for youth culture and arts, raising awareness of drugs and alcohol misuse, reducing violence.</p> <p>Launch of the Scottish Youth Parliament Election process, and the call out for candidates to stand in the SYP elections; 5 candidates are standing unopposed and therefore this year there will be no voting process to the election. The voting period will be used to outreach to schools and colleges, to promote them and democracy.</p> <p>The Celebrating Renfrewshire Fund 23/24 was delivered. 6 Young people from a range of backgrounds designed the funding themes, vetted the applications and delivered the funding award presentation event. 126 project applications submitted, 1683 individual young people voted in total, 5043 choices were made in total</p>
Through Future Paisley, facilitate improved access to cultural activity for children and families.	31 Mar 27		<p>Significant engagement with children and young people takes place through the delivery of Paisley Halloween Festival and Paisley Book Festival, through event co-design and through targeted programming, delivered through schools.</p> <p>Sculpture House Collective is completing the pilot year of activity including a partnership with Pals of the Privies, working with local children once a week to introduce sculpture. The artists have developed programmes with schools and early learning centres and 1,502 children and young people have participated in workshop and engagement sessions between October 22 and July 23.</p> <p>Cultural Champions - a network of named champions in all nurseries and primary schools in Renfrewshire is being developed, supported by a Network Co-ordinator, connecting children, families, early years settings and primary schools with an accessible and co-ordinated cultural offer.</p> <p>The Promise Arts and Cultural engagement programme – strategically connected to delivery of The Promise and the council’s role as a corporate parent, the programme is designed to build social and cultural capital amongst local care experience young people and young carers, ultimately improving outcomes for this group.</p> <p>ArtBoss Young Creative Producers - supporting care experienced young people and young carers to design and programme cultural events and activities for their peers, develop new skills, promote positive wellbeing and offer young people an opportunity to gain bronze/silver arts award. The Art Bossers most recently supported the Chimes project as part of the Paisley Town Hall opening.</p>



Chief Executive's Service

Service Improvement Plan 2023 - 26
Mid-Year Report
November 2023

For more information, please contact:
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We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Environment, Housing & Infrastructure

Heading: Facilities and Property Services - Service Update Report

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) and Property Services delivered by Environment, Housing & Infrastructure since the last Policy Board in September 2023.
- 1.2 Building Services continue to operate normal day to day business and our emergency out of hours repairs as the contractor for Housing Services. 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.
-

3 Operational Update

3.1 Service Reviews

As noted at the last policy board, Renfrewshire Council previously commissioned a consultant to undertake several reviews. The latter, finalised in 2022, considered aspects across Housing Services, Building Services, Property Services, Customer Services and Procurement.

Officers continue to work on 6 pieces of work as detailed below:

- Void property management process and potential remodelling
- Productivity Analysis and initial measurement process design
- Business Plan framework for Building Services
- Job costings - options analysis
- Organisational design
- Review of call handling from the Customer Contact Centre

This will continue until December 2023 with a further report on Building Services being brought to this Policy Board in 2024.

Hard FM

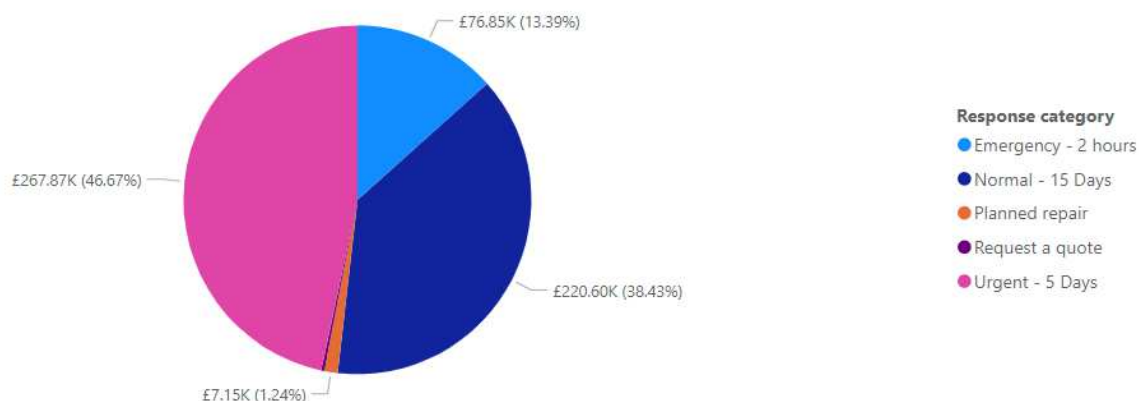
3.2 Compliance – Key Performance Indicators (KPIs)

Overall performance continues to meet 90% target however ongoing governance is required to ensure this trend remains. To help deliver this, and to drive contractor performance and best practice, officers continue to hold regular contractor review meetings to ensure planned tasks are met and certification is issued timely.

3.3 Public Buildings Repairs data

Repairs profile remains as expected, as detailed -

2023/24 Repairs	Education	Core	Prestige	OneRen	Total
	4,100	1,600	400	200	6,300



3.4 **Capital/Life Cycle Projects**

Hard FM Support Services Officers continue to be involved in discussions regarding the new Dargavel Primary school and Park Mains extension. Further updates will be provided to future policy board meetings where required.

3.5 **Life Cycle Replacement works**

3.5.1 **Completed Commissions**

- Glendee Nursery – new CCTV system
- Rashielea Primary – replacement CCTV system
- Gallowhill MUGA – New playing surface and lighting (part funded)
- Abbey House – Boiler replacement
- Wallneuk records store – new roof
- Douglas St Nursery – Disability Discrimination Act adaptations (toilet/access)
- Broomlands Clock Tower - minor refurbishment of clock face and surrounding structure
- West Primary school - Redecoration after rewire (phase 1)

3.5.2 **New Commissions**

- South End clock tower (Causeyside St) – minor refurbishment of clock face and surrounding structure.
- Renfrewshire House – tarmac resurfacing and relining works.
- Renfrewshire House – BMS upgrade
- Renfrewshire House – entrance ramp upgrade works
- Charleston Centre – Fire Alarm upgrade.
- West Primary school – redecoration after rewire (phase 2)

3.6 **Net Zero Strategy (for buildings)**

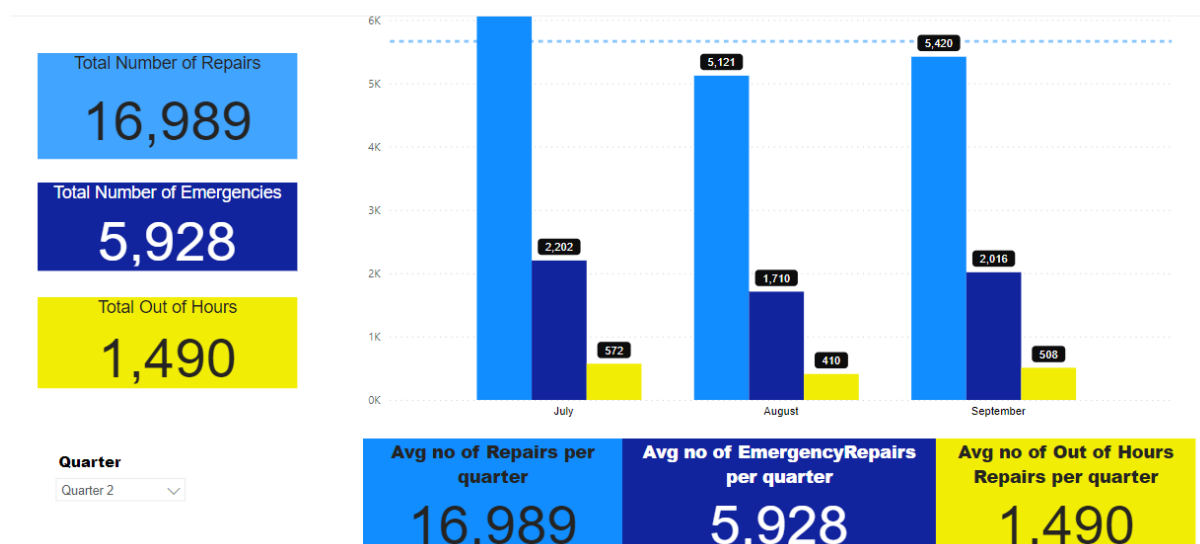
Officers from Facilities and Property Services have been invited onto a West Region Working Group looking at Net Zero targets across the public building portfolio. This is to prevent duplication and share best practice across the region.

Condition Surveys proposed for the whole learning estate have now been awarded and are progressing well with a completion date of the end of 2023. They will then be reviewed and discussed with Children's Services as part of the Learning Estate Project Board.

Condition surveys for 14 other properties have concluded (libraries, community centres) to allow this to be fed into the Strategic Property Review.

3.7 Responsive Repairs

The chart below shows the volume of the 2nd quarter of 2023 (July to end September) for responsive repairs reported by tenants. These are only the repairs that Building Services attended as there are other repairs that will be issued directly to other contractors.



The 2nd quarter figures show that of the total number of repairs issued for the period is 16,989. 35% these have been classed as emergency or next day attendance.

Total number of repairs	Financial Year	Quarter
16,482	2022/23	Quarter 1
17,282	2022/23	Quarter 2
21,413	2022/23	Quarter 3
22,121	2022/23	Quarter 4

In addition, of the total number of emergencies issued, 25% are out of hours.

Total number of repairs	Financial Year	Quarter
16,340	2023/24	Quarter 1
16,989	2023/24	Quarter 2

The requests for repairs follow seasonal trends and the second quarter in each year have recorded a similar number of issued repairs.

As detailed previously, work continues to better understand classification of emergency repairs and 24 hour/next day repairs to assess what jobs can be planned in diaries to allow the workforce to be allocated appropriately.

3.8 **Domestic Gas Servicing**

In Quarter 2 (1 July to 30 September 2023), the domestic gas servicing and repairs team carried out 3,202 gas services.

Total number of services	Financial Year	Quarter
2,952	2022/23	Quarter 1
3,533	2022/23	Quarter 2
2,379	2022/23	Quarter 3
3,780	2022/23	Quarter 4

Total number of Services	Financial Year	Quarter
3,083	2023/24	Quarter 1
3,202	2023/24	Quarter 2

The figure in quarter two this year has fallen against the same period last year with around 9% less gas services being completed. Despite a rise of 4% in quarter one, in the first half of the year overall, there have been 3% less gas services completed. This is due to the rolling programme of servicing moving slightly back each year however all annual gas servicing will be completed within 365 days.

GAS SERVICE/INSPECTIONS	Target	July	August	Sept	Q2
Gas Certificates Obtained before Previous Expiry % (charter)	100%	100.00%	100.00%	100.00%	100.00%

3.9 **Voids**

Building Services continue to work closely with our colleagues in Housing Services 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 operational meetings take place to prioritise houses and review progress. Building Services has continued to return at least the number of void houses received weekly. There is currently a backlog of houses with Housing Services due to issues with utilities, asbestos and rot works which must be carried out prior to any repair works being undertaken.

The volume of void houses returned by Building Services in Quarter 2 of 2023/24 (July-September) is shown below.

Financial Year	Quarter	Total number of completed voids	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
2022/23	Quarter 1	183	25	27	176
2022/23	Quarter 2	199	38	22	138
2022/23	Quarter 3	144	19	20	126
2022/23	Quarter 4	208	19	3	210

Financial Year	Quarter	Total number of completed voids	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
2023/24	Quarter 1	245	26	13	141
2023/24	Quarter 2	208	25	25	145

3.10 **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 Services, Building Services have fully electrically tested 4,169 houses since the start of the programme in 2021.

Financial Year	Quarter	Number of electrical tests competed
2022/23	Quarter 1	639
2022/23	Quarter 2	280
2022/23	Quarter 3	42
2022/23	Quarter 4	187

Financial Year	Quarter	Number of electrical tests competed
2023/24	Quarter 1	77
2023/24	Quarter 2	163

Building Services complete the electrical testing based on the number of appointments booked in by the tenants via the letter process carried out by our colleagues Housing. The numbers have increased in the 2nd quarter but not to the same levels as last year. Following a review the lettering process was amended and a new process put in place in September 2023, it is anticipated expected that the numbers will increase substantially in the last 2 quarters.

3.11 **Apprentices**

3.11.1 We are extremely pleased to report that one of our second-year apprentice electricians, Callum Rae, won joint Gold at the recent Scotland apprentice of the year National final.

4 Soft FM (Facilities Management)

Soft FM has been working closely with Health and Safety to agree the process to be followed in the event of an Unwanted Fire Alarm signal in all premises where Soft FM has a presence. A toolbox talk has been delivered to all Soft FM staff which outlines the actions to be undertaken when investigating a fire alarm activation.

Training, delivered by Soft FM, has been provided to Head Teachers and Head of Centres (ELCCs) on how to interpret and reset the fire panel. The training took place over the 2 in-service days at the start of the new school term in August.

Soft FM has introduced a new Cleaning Audit Tool from ASSIST. The CLAMS App collates details from the Cleaning Audits carried out in premises and provides meaningful data that will be used for training and to deliver improvements in the service provided.

4.1 Capital Works

4.1.1 The tender award for the £876,000 Scottish Government Capital funding has been completed. The investment in improvements works in kitchen facilities in Barsail Primary, Erskine, Bushes Primary, Glenburn, and Mossvale/St James Campus, Paisley is ongoing. Works are due to be completed by the end of 2023.

4.1.2 Renfrewshire Council submitted a revised funding request to the Scottish Government and Scottish Future Trust in September 2023. This is part of the Universal Free School Meals paper presented to this Policy Board.

4.2 School Meals

4.2.1 Following the successful launch of the new 3-weekly school meal menus in primary and secondary schools, consultation processes have been established to seek and receive feedback on the menus. Improvement suggestions are being taken into consideration to continually enhance the dining experience for all children.

4.3 PPP Schools

Officers continue to work with the Renfrewshire Schools Partnership and AMEY on monitoring the PPP contract across the PPP portfolio. Discussions remain on-going about Unwanted Fire Alarm Signals across the PPP estate.

5 Property Services

Property Services is a multi-disciplinary design consultancy commissioned by Facilities Management or Council Departments to deliver projects. An update of some of the work currently being undertaken is detailed below. The Members are asked to note that whilst an operational update is provided below, the progress of major projects will be reported through the relevant policy board.

5.1 Dargavel PS Modular Buildings

The three buildings are now in full operation and feedback from users to date has been positive.

5.2 **Reinforced Autoclaved Aerated Concrete (RAAC)**

RAAC is a lightweight form of concrete used in roof, floor, cladding and wall construction in the UK from the mid-1950s to the 1990's. Following evidence of it failing over recent years, work has been undertaken by Facilities and Property Services to review the wider estate.

Initial desktop investigation and visual/physical inspection of the school estate initially identified no RAAC to be present in the construction of schools or early years education establishments.

However, subsequent reassurance/validation checks have identified RAAC panels within Castlehead HS gym areas. These further checks have now been completed with a structural engineering consultant appointed to verify other high level gym and other areas within the school estate and no RAAC has been identified elsewhere within the learning estate.

Officers are now working to look at mitigation measures for these areas within Castlehead High School.

Work to undertake similar assessments remains ongoing across the wider Council estate including public buildings and Council housing. This will take the same risk-based approach with regards to a desk top survey, visits to properties and intrusive inspections where required with the engineering consultant assisting in this process.

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** – None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – 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** – As detailed within the report, work is being undertaken to assess property to understand works required for Net Zero.

List of Background Papers – None

Author: Gordon McNeil, Director of Environment, Housing & Infrastructure
Email: gordon.mcneil@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Customer Strategy 2023-2028

1. Summary

- 1.1 The purpose of this report is to seek approval of the Renfrewshire Council Customer Strategy 2023-2028
- 1.2 This report outlines the new Customer Strategy for the Council which was developed following consultation with customers and senior staff across the Council.
- 1.3 The strategy aims to build on the successes of the previous Customer Strategy and is developed across four key themes of Customer Contact, Technology and Innovation, Service Design and Culture and Skills.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- Note the contents of the report and approve the Customer Strategy 2023-2028.
-

3. **Background**

- 3.1 The previous Customer Strategy for the Council set out aims of developing digital services and providing customers with a choice in how they interact with the Council. The Council's Myaccount platform has been developed to now provide over 120 online services, and supports 100,000 users to interact with the Council at a time that suits them. The volume of transactions has increased since its inception and now handles over 160,000 customer requests per year.
- 3.2 Consultation with customers and staff was carried out over the summer period to provide insight into the current views and future needs of our customers. This insight has helped define the four themes for the new strategy.
- 3.3 Over 1200 customers and staff responded to the survey which was available online and through the Council's libraries.
- 3.4 Following analysis of the responses, the new strategy has been developed around four key themes.
- Customer Contact
 - Technology and Innovation
 - Service Design
 - Culture and Skills

Customer Contact aims to ensure all contact channels are developed to offer a consistent service to customers, providing digital options for routine and transactional services and supporting customers over the telephone for more sensitive or urgent enquiries. This theme also recognises that appropriate support should be available for customers when the need arises and not just restricted to core council hours.

Technology and Innovation supports the ongoing development of the Council's digital experience programme and continued availability of online and automated capability for transactional requests at the same time developing the skills of our staff to support customers who need more complex, sensitive or urgent assistance.

Service Design recognises the need to involve our customers when we change or implement services, the theme aims to embed the Scottish approach to service design across the Council. By doing so, services will be developed to meet customer need, and provide efficient end to end solutions to ensure as a council we are successful in getting it right first time.

Finally, Culture and Skills will look to develop all staff to deliver better Customer Service and further enhance the skills of front facing staff to equip them with the capability of supporting more complex and demanding customer need. Ongoing development of digital skills for staff and customers is essential and this strategy supports the work already underway with our partners to build a digital Renfrewshire.

- 3.5 An action plan has been developed for each theme and this will be delivered in conjunction with officers across all services to ensure the successful achievement of the four strategic aims.

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – Working with the organisational development team, new training will be developed to enhance the customer service skills across the Council.
3. **Community/Council Planning** –
 - *Working together to improve outcomes – The success of this strategy will require collaboration across all council services and partners, to ensure the services we offer our customers are accessible, efficient and capable of fulfilling their needs.*
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** – The customer strategy will require the ongoing development of current and implementation of new technologies, supported by the ICT service.
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.

List of Background Papers

(a) None

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



Customer Strategy

2023 - 2028

1. Foreword from Convener and Director

Renfrewshire Council is committed to delivery excellent service to our customers. This strategy set's out how that will be achieved over the next 5 years.



This is an ambitious programme of transformation that will see the ongoing development of our digital service offering and investment in future technologies that will improve the service we offer our customers.

This strategy also recognises the need to invest in the skills of our people, enabling them the develop and adapt to fulfil the needs of our customers, no matter how they contact the Council.

Every customer interaction matters, and it requires a whole organisation approach to achieve excellent service every time.

As we develop new processes and services, we will ensure our customers are part of the process. We want to place the customer at the heart of our organisation and build a Council that has a caring reputation.

We recognise the council can be complex to navigate for some customers and the service we offer them will be inclusive and supportive, not only fulfilling requests from customers, but joining up services to make our offering more proactive.

All this needs to be done against a backdrop of significant financial pressures on the Council, therefore we need to be innovative and bold to deliver this strategy efficiently.

The strategy is ambitious, but the service we offer our customers is critical, and we will support the teams to deliver each action and realise the improved outcomes throughout the next 5 years.



Councillor John Shaw
Convener of Finance, Resources and
Customer Services Policy Board

Alastair MacArthur
Director of Finance and Resources

2. Introduction

The Council and Community plans strive to make Renfrewshire a Thriving, Well, Fair and Safe community, where everyone who lives, works or visits feels included, supported and valued

This Customer Strategy continues the work of the previous strategy and has been developed to shape the way in which the Council understand it's customers and redesign service delivery to meet their needs.

Although this is called the "Customer Strategy", the term customer can be used to describe anyone who: lives or works in Renfrewshire; anyone who visits the area; or any party with an interest in the area and has reason to interact with the Council in some way.

This is a Customer Strategy for the whole Council, it is not just a strategy for the Customer Services teams. It aims to deliver better interactions and outcomes across all Council services. The strategy recognises that our customers are changing, and we need to adapt to reflect this. We have an aging population; we are seeing an increase in customers where English may not be their first language and our communities are becoming more diverse.

Therefore, we must ensure our customers are central to everything we do; the services we provide, the information we make available and the work we do with the wider community to make Renfrewshire a better place is all done for the benefit of our customers.

The Council Plan and Community Plan provide a clear direction of travel for the organisation, and this strategy will support the delivery of their stated goals and intent, with the focus on how they affect our customers.

There are other strategic programmes across the Council which have a direct impact on the services we deliver to our customer or the way in which we operate as an organisation. The customer strategy must integrate with these and recognise the role they play together to enable consistent and successful outcomes.

In addition, the Digital and Data Strategies are key enablers and will provide essential building blocks for the successful delivery of this Customer Strategy.

It is also important that the implementation of this strategy contributes to achieving the core Council values; we are Fair, we are Helpful, we are great Collaborators, and we value Learning,

It is a simple exercise to translate these values to our customers and how we interact with them. Our services and process should be Fair, when dealing with our customers our staff should be Helpful, we are great Collaborators involving our customers in developing the services we offer and finally we value Learning if we get something wrong, we learn from that and make changes to prevent it happening to other customers. This strategy will help to embed these values externally and strengthen the work being done to live them internally.

3. What we've learned

Customer research

We carried out multiple short customer surveys over a 4-week period to help us understand more about our customers, their habits, and their view of the service we currently offer. We received over 1,300 responses and the insight gathered has helped us shape this strategy.

What our customers told us

Our customers are already digitally connected with over 90% of respondents currently having a mobile phone. 74% of those managing their phones with monthly contract and 26% on a pay as you go tariff. Of these, 81% prefer to use wi-fi at home to enable online access, and 13% utilise mobile data packages. 2% use public wi-fi services through libraries or other outlets and only 4% of respondents indicated that they do not use online services through their mobile phone.

Digital connectivity was further demonstrated when we asked which channel our customers would prefer to use to access the Council for a non-emergency issue. 61% of respondents would rather do this digitally, either through the Council's website, social media or by sending an e-mail. 29% would prefer to continue to use the telephone and 6% would choose to talk to someone face to face.

Understandably, this preference changes when asked about an emergency or sensitive issue where 72% would prefer a telephone call or face to face appointment.

The Council's website was also used by most respondents at some point, however only 36% were satisfied with it, further demonstrating that work is required to improve the service we offer through that channel.

The research looked at the age profile of respondents, with over 90% being between 25 and 75, with the largest group being aged 55-64, providing assurance that any insights gathered from the data is not limited to only the younger generation of digital natives.

In terms of location of respondents, they were spread across all post code areas from PA1 to PA12, with the higher number understandable in the more populated areas of PA1-PA5 and PA8, again providing assurance that any insight is not limited to the views of those solely in the more urban areas.

Staff research

As well as gaining feedback from our customers we carried out a survey of senior officers to understand their views on the service we deliver and their aspirations for future development.

It was important to understand how we view ourselves and compare this to the views of our customers and ensure the needs of Council services are factored into the key strategic aims.

What our staff told us

There is a strong recognition across the Council that our staff do a fantastic job delivering service to our customers, however all recognised areas where we can make this even better.

Our staff work extremely hard to respond to the needs of our customer, however some of that effort is required to compensate for poor processes and legacy systems with limitations. Having a focus on improved service design, with modern and more flexible systems, our staff will be equipped to work smarter and more efficiently to improve outcomes for everyone who interacts with the Council.

Our customer base is broad and accounts for everyone who lives, works, visits, learns and has an interest in the area. All of whom have different needs at different times and look to us to fulfil these. Dealing with such a broad base brings its challenges in ensuring all areas of the Council have the same ability to deliver every time against these needs.

Our leaders have a desire for services to be more accessible, responsive, consistent and transparent and to achieve this, greater emphasis is required in the development of not just our systems and processes, but in staff communication, collaboration and service delivery skills. We receive great feedback from our customers, but not always. We need to understand better when a customer has a negative experience and learn from that to improve on future interactions.

4. Strategic Themes

From the responses gathered from customers and staff we can see there are common themes that will form the focus of this strategy. Four strategic themes have emerged that, when delivered, will improve the service offered to anyone who needs to interact with the Council.

These themes are described in more detail below, with specific actions outlined later in the document.

Customer Contact

The current primary method of contact from our customers is the telephone with over 300,000 calls answered in the customer service unit each year and a similar number across the rest of the Council.

The research shows there is a desire for this to change for non-emergency interactions, and additional work is required to ensure digital services are expanded to meet the needs of our customers.

Telephone contact is still seen as the preferred primary channel for emergency or sensitive issues and therefore staff skills should be developed to support these more than simple transactional requests.

Our customers want a choice of how they contact the Council, and we have to create an offering which is sufficient to allow them to make that choice. All contact channels should be available, offering the same experience irrespective of how the customer wants to interact.

The time of day when a customer wants to interact with us was also important to understand. Over 86% of respondents want this to be Monday to Friday and few customers want to have to interact with the Council during a weekend. However, if they do, they should be able to access a range of appropriate contact channels to make their requests.

Customers also want to deal with their request in one single contact, no matter how they choose to contact the Council. We have a solid track record in achieving this; however, we have room for improvement. From the research, 27% of all contacts felt that they did not manage to achieve everything they want to first time, either over the telephone or online. We need to understand better where our processes are failing and create more robust end-to-end solutions to reduce the need for multiple contacts from our customers.

Getting it right first time for our customers should be the main priority, a customer is willing to wait a little bit longer for good service from a knowledgeable and understanding member of the team rather than have a poor experience dealt with ineffectively in a short period of time.

Technology and Innovation

The world we live in has changed significantly in the last 3 years, as have the expectations of our customers. Technology is now central to everyday life and individuals expect to be able to interact with organisations digitally.

Over the past 5 years, the Council has invested in creating an online customer portal, integrated with the main Council website, however the pace of change in the world of technology shows that we can't stand still, there is still significant work to do to ensure our online platform delivers a simple, user centred and effective digital experience.

From our research, we understand that over 90% of respondents have and use a mobile phone for online interactions, we must therefore ensure that all digital interactions can be managed across that platform and not be reliant on having a tablet device or PC at home.

We also have a lot of work to do to ensure that irrespective of how our customers choose to contact us, their experience and outcomes are the same. Information provided across contact channels must be consistent, accurate and up to date and all process must be supported across all channels for residential customers. Business customers require the same level of consistency of information; however, they are more likely to be able to interact digitally and should be supported to do so.

The digital experience we offer must be multi-channel, and flexible to allow customers to switch between channels seamlessly as they progress through their interaction. A customer who starts a request online should be able to complete that over the telephone if they experience issues or the request becomes more complex. This can only be achieved through a fully integrated digital experience platform and the Council must continue to develop this approach.

It is also important to recognise that a lot of interactions are for simple, transactional requests which should be easy for customers to complete, over 50% of customers surveyed would be likely or extremely likely to use simple chat bot and Automated Intelligence (AI) technology on the Council's website if that were available for routine transactions. Investment in technology will have to be in line with investment in additional training for staff to ensure they are available to support vulnerable or more complex customer issues.

Service Design

The Services we deliver are for the benefit of our customers, and therefore should not be designed without their input. The Scottish Approach to Service Design provides a clear, robust method of designing and re-designing services with the customer at the heart.

We will work with our change and transformation teams to embed these principles in every new initiative, transitioning away from the more traditional project and change management frameworks which are more internally focussed and allowing our customers to be a more integral part of what we do or want to do as a Council.

We also must get better at managing change across the Council. New processes and services must be built end-to-end, ensuring that back-office functions can fulfil requests as easy as front-end services can receive them. There is no point in developing a strong, consistent, and effective digital experience for our customers if our council services are unable to deliver on our customer needs effectively. Adopting true service design principles in all future change will ensure our processes are joined up and fully developed across the fulfilment cycle.

Service design is also about ensuring the customer is kept up to date with their requests, without the need for them to contact us again. We need to ensure that regular feedback at each stage of a process is provided, removing the need for the customer to contact multiple times, and achieving the aim of getting it right first time.

Culture and Skills

We want to create an organisation that cares for its customers, one which can understand and respond effectively to their needs. From the internal research, our service leaders understand that more needs to be done to improve training and development of customer service skills across the Council.

Every conversation or interaction with the Council should matter, we should be able to join up services through observation and learning to support customers and create the reputation of a caring organisation. We should use data, information, and insight to pro-actively ensure customers are engaged with services which are appropriate to them at that time. The Council's Digital and Data Strategies will be key in enabling the successful delivery of this strategic aim, recognising that sometimes customers need a helping hand to navigate the complex council landscape.

In conjunction with Organisational Development, we will create a toolkit for all members of staff to provide them with the skills and knowledge to delivery exceptional customer service every time. The Council is a large organisation, and this will be a significant piece of work, however over the next 5 years, we will aim to create a customer culture, where everyone recognises and understands the contribution they make to deliver for the people of Renfrewshire.

We can't just stop at Customer Service development. Digital is a key enabler of this and other strategies and we must ensure that our people and our communities are equipped and enabled to transition and exist in a more digitally operated organisation. We will continue to work with Renfrewshire's digital partner network "Connect Renfrewshire" to understand user needs and translate these into future plans for ongoing development.

Living the Council's values will be key in ensuring successful delivery of the aims within this strategy; inside the organisation and across the community as a whole.

5. Measuring Success

Governance

The approval of the strategy will be obtained from the Finance, Resources and Customer Service Policy Board and regular updates will be provided to that board.

This strategy is owned by the Head of ICT, Transformation and Customer Services and progress will be monitored and reported through the Digital Board to the Corporate Management Team.

The convener of the Finance, Resources and Customer Service Policy Board is also a member of the digital board and will receive more regular updates through that means.

Actions and Outcomes

From the strategic themes outline above, the following table outlines the actions which will help deliver the key outcome of making Renfrewshire a more caring and customer focussed organisation that recognises the value in delivering exceptional service first time.

Strategic Theme	Action	Outcome
<i>Customer Contact</i>	Continue to increase the number of digital services available	Customers will have more choice in how they contact the council
	Develop our services across all contact channels	The service a customer receives will be the same whether they call us, visit us or do it online.
	Review of the out of hours service we offer our customers	Services will be always available online with additional support provided for emergency issues.
	Conduct a review of our processes to understand where things are going wrong	We will aim to get it right first time for all customer requests
	Skills development programme for customer services staff to support more complex and sensitive issues	Our staff will be trained to support customers irrespective of their needs
<i>Technology and Innovation</i>	Continue delivery of the Digital Experience Programme	Our customers digital journey is seamless and consistent
	Ensure all digital platforms are built for mobile first	Customers will be able to use our online services on their preferred device
	Ensure information is consistent across all customer contact channels	We will provide the same answer to our customers irrespective of where they ask
	Implement AI/Chat Bot functionality for routine transactional services	We will offer our customers the option of using AI / bot

		functionality for quick and routine transactions
<i>Service Design</i>	Review of internal change management framework to embed Scottish Approach to Service Design	All projects being managed by the Programme Management Unit will ensure our customers are involved in the change
	Create Customer Research panel to support User Centred Design (UCD)	We will have a large pool of customers who are willing to provide input to future changes
	Up-skilling sessions for all staff to understand Service Design and End to End delivery	Staff will understand Service Design and use the techniques for continuous improvement
<i>Culture and Skills</i>	We will match our customer data across all systems and make this visible to all staff who need it.	We will be able to pro-actively link services for our customers and provide solutions where required
	Develop customer service toolkit training for all staff	All staff will understand the importance of good customer service and have the skills to deliver it
	Culture change activity to make the customer more central to service delivery	Our customers are seen as being central to everything we do
	Digital Skills training for staff	All staff will have the digital skills they require for their role
	Digital Skills training for the wider community	All customers will have the digital skills they require to allow them to interact with the Council



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Environment, Housing & Infrastructure

Heading: Universal Free School Meal (UFSM) expansion (Primary 6 and Primary 7 pupils)

1. Summary

- 1.1 Since 2014, Renfrewshire Council has undertaken the expansion of Universal Free School Meals across Primary 1 to Primary 5 the same as other Scottish Local authorities. This has been done in conjunction and collaboration with the Scottish Government and has included both on-going revenue costs and capital costs to upgrade school kitchens and this work remains on-going.
 - 1.2 Renfrewshire Council has been strongly represented at the national group (Assist FM) to feed into and understand the funding allocation and requirements of the Scottish Government.
 - 1.3 The expansion of UFSM has led to more kitchens being made into cooking kitchens rather than solely relying on being import kitchens from other schools which has led to a better experience for pupils with food being prepared and served on site. In 2021, 12 Primary Schools produced all meals for all Primary Schools and early years establishments, however, using initial capital and revenue funding from the Scottish Government this was expanded to 25 operational production kitchens as of September 2023.
 - 1.4 As requested at the last Finance, Resources and Customer Services Board, this report outlines the work undertaken to date and the increased revenue and capital cost for the expansion of free schools meals as well as the challenges in implementing this fully across the current school estate.
-

2. Recommendations

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

- 2.1 Notes the content of this report.
-

3. Renfrewshire Current Infrastructure UFSM position

- 3.1 In 2021, 12 Primary Schools produced all meals for all Primary Schools and early years establishments. Using initial capital and revenue funding from the Scottish Government in 2021/22 and 2022/23, this was expanded to 25 operational production kitchens as of September 2023, with sustained support from some Secondary School and Assisted Support Needs (ASN) schools.
- 3.2 As previously noted to this Policy Board, by December 2023, three additional schools, Bushes Primary School in Glenburn, Barsail Primary School in Erskine, and Mossvale /St James Primary School in Paisley, will have undergone a complete refurbishment and will be operational by January 2024 at the latest.
-

4. Future Plans for UFSM provision

- 4.1 It is noted across Renfrewshire's Primary Schools there are currently 987 primary 6 children and 955 primary 7 pupils (1942 in total).
- 4.2 By the end of 2023/early 2024, it is projected that 936 Primary 6 and 7 pupils will be eligible for a UFSM based on their eligibility for the Scottish Child payment (SCP).
- 4.3 The submission to Scottish Futures Trust (SFT) indicates the prioritisation of 5 full kitchen refurbishments within current import kitchens detailed below:
- Heriot Primary School, Foxbar
 - Howwood Primary School, Howwood
 - Kilbarchan Primary School, Kilbarchan
 - Our Lady of Peace Primary School, Linwood
 - St Margaret's Primary School, Johnstone
- 4.4 The extent of work required to renovate each kitchen costs approximately £295k plus fees (based on previous tender award for June 2023). The one-off costs include provision of outdoor seating areas in some locations and provision of new modern type table which maximises seating capacity without intruding in floor space within small premises.
- 4.5 There is currently no facility to submit additional resource requirements for Single Child Payment for P6/P7.

- 4.6 At a previous Policy Board, a question was raised about the on-going revenue costs for the expansion of Universal Free Schools Meals and these are detailed in Table 1 below.

Table 1

Estimated Catering/Kitchen on-going resource costs	Estimated Dining Space on-going resource costs (Children's Services)	Total Estimated on-going resource costs.
£1,342,581.36	£368,677.40	£1,711,258.76

Implications of the Report

1. **Financial** – Any financial elements with regards to Universal Free Schools Meals are detailed within this report.
2. **HR & Organisational Development** – None
3. **Community/Council Planning** –
Renfrewshire Council is Fair – nurturing bright, happy and healthy futures for all. The Universal Free School meal programme delivers meals for pupils.
4. **Legal** – None
5. **Property/Assets** – School estate kitchens are being improved and upgraded as part of this programme.
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** – All improvements are managed and maintained to comply with Health and Safety legislation with guidance given by Corporate Health and Safety.
9. **Procurement** – As noted within the report.
10. **Risk** – Without appropriate funding, there is a risk that Renfrewshire Council cannot expand the Universal Free School Meal programme adequately to primary 6 and primary 7 pupils.

- 11. **Privacy Impact** – None
- 12. **COSLA Policy Position** – None
- 13. **Climate Change** – None

List of Background Papers – None

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Civic Hospitality

1. Summary

1.1 The following requests for civic hospitality have been received for the financial year 2023/24.

- a) Correspondence has been received from the University of the West of Scotland (UWS) suggesting the possibility of a civic reception in the form of a drinks reception and buffet to accompany their 2024 Leisure Studies Conference where they will welcome 120 International delegates from over 15 countries at Paisley Abbey on 10th July 2024.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality as detailed above at the cost of approximately £2,400 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- b) Correspondence has been received from the Parent Committee of the Renfrewshire Schools Pipe Band suggesting the possibility of a civic reception to celebrate the recent success of the band at the World Pipe Band Championships. It is proposed that civic hospitality in the form of a buffet for approximately 80 people be provided at the Normandy Hotel in Renfrew on 20th December 2023.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality as detailed above at the cost of approximately £1,350 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- c) Renfrewshire will hold their annual SOBS (Survivors of bereavement by suicide) event on Thursday 18th January to allow friends and family of those lost to suicide to come together and commemorate their loved ones. It is proposed that tea/coffee and biscuits be provided after this annual event for approximately 50 people at Paisley Abbey.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality as detailed above at the cost of approximately £300 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- d) Correspondence has been received from the Bishopton Scout Group in relation to their centenary celebrations. They have suggested the possibility of civic hospitality in the form of an evening meal for approximately 120 people at Ingliston Hotel on Saturday 26th October 2024.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality as detailed above at a cost of approximately £3,750 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- e) Correspondence was received from the Renfrew Bath's Amateur Swimming Club (RBASC) in relation to their 50th anniversary celebrations and annual awards ceremony. They had suggested the possibility of a buffet civic reception at Renfrew Town Hall on Saturday 25th November 2023 for approximately 150 people.

Following consultation with the Provost, the Head of Corporate Governance used his delegated authority to approve the request and made the necessary arrangements to provide a contribution of £1,000 towards the civic reception.

- f) Following the successful refurbishment of the prominent new Paisley Library, it had been proposed that the Provost host an official opening reception to showcase this significant new community venue. It was suggested that in conjunction with the official opening of this venue a drinks reception and canapes be provided for approximately 100 people on 29th November 2023.

Following consultation with the Provost and the Director of Finance & Resources, the necessary arrangements were made as detailed above at the cost of £1,200 and the Board is asked to homologate the action taken.

- g) Each year a traditional Carol Concert takes place as part of the Christmas festivities in conjunction with the Renfrew Burgh Band and the local Renfrew clergy. The Provost after this concert hosts a small reception for approximately 100 people, which consist of hot drinks and mince pies.

Following consultation with the Provost, the Head of Corporate Governance used his delegated authority to approve the request and made the necessary arrangements to provide a contribution of £500 towards the civic reception.

- 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 £10,300. The budget provision for 2024/5 for Civic Hospitality (including international Links) has not yet been agreed.
-

2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above for UWS, Renfrewshire Schools Pipe Band, the annual SOBS service and Bishopton Scout group and; (b) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.
 - 2.2 That the Board homologate the action taken in respect of the civic reception for the opening of the new Paisley Library.
 - 2.3 That the Board note the action taken by the Head of Corporate Governance in terms of his delegated authority in respect of the contribution towards RBASC and the Carol Concert at Renfrew.
-

Implications of the Report

1. **Financial** – The costs of the request from civic hospitality will be met from the 2023/24 and 2024/25 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.

List of Background Papers

- (a) Background Paper 1 – Email correspondence from UWS
- (b) Background Paper 2 – Email correspondence from Renfrewshire Pipe Bands Parent Committee
- (c) Background Paper 3 – Email correspondence from Bishopton Scout Group
- (d) Background Paper 4 – Email correspondence from RBASC

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)

Author: Donna Gallagher – Member Services Officer. Tel: 0141 487 1115
E-mail donna.gallagher-pt@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance & Resources and the Director of Environment, Housing & Infrastructure Services

Heading: Contract Award: Supply and Delivery of 3 x Low Entry Buses

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 Supply and Delivery of 3 x Low Entry Buses (RC-CPU-23-140) to WN Vtech Limited T/A Mellor Coachcraft as part of the Council's Vehicle Replacement Programme for 2023/24.
 - 1.2 The recommendation to award the Contract follows a procurement exercise conducted as a mini-competition under Lot 11: Accessible Buses of the Scotland Excel Supply & Delivery of Heavy and Municipal Vehicles Framework Agreement (03/21).
 - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit, which covers the purchase of vehicles for the Vehicle Replacement Programme from 2023 to 2027 and was approved by Director of Environment and Infrastructure, and the Corporate Procurement Manager in February 2023.
-

2. Recommendations

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

- i) Authorises the Head of Corporate Governance to award a Contract for the Supply and Delivery of 3 Low Entry Buses (RC-CPU-23-140) to WN Vtech Limited T/A Mellor Coachcraft made following a mini competition under Lot 11: Accessible Buses of the Scotland Excel Supply & Delivery of Heavy and Municipal Vehicles Framework Agreement (03/21).
 - ii) Authorises the total contract value of £323,775 excluding VAT; and
 - iii) Notes that WN Vtech Limited T/A Mellor Coachcraft have confirmed delivery will be made on or before 30th June 2024. Delivery will be made to Fleet Services, Underwood Road, Paisley.
-

3. **Background**

- 3.1 As part of the Vehicle Replacement Programme 2023/24, Environment, Housing & Infrastructure Services identified a requirement to purchase 3 x Low Entry Buses. In accordance with Standing Order 29.5 of the Standing Order relating to Contracts, Lot 11: Accessible Buses of the Scotland Excel Supply and Delivery of Heavy and Municipal Vehicles Framework Agreement (03/21) was identified as the best option for this purchase.
- 3.2 This procurement exercise involved a mini-competition under Lot 11: Accessible Buses of the Scotland Excel Supply & Delivery of Heavy and Municipal Vehicles Framework Agreement (03/21).
- 3.3 There are two suppliers on the Framework Agreement Lot 11: Accessible Buses. Both suppliers registered on Public Contract Scotland. Tenderers were invited to participate in the mini-competition issued on 23 August 2023 with the tender documentation available for downloading from the Public Contract Scotland Tender platform on the same date.
- 3.4 By the closing date set for return of electronic tenders of 12 noon on 6 September 2023, one supplier submitted a Tender Submission with one supplier failing to provide a response.
- 3.5 The supplier who submitted a response continues to meet the requirements of the Single Procurement Document (Scotland) (SPD(Scotland)) they completed when applying for a place on the Scotland Excel Framework Agreement for Supply & Delivery of Heavy and Municipal Vehicles.
- 3.6 The Tender Submission received was evaluated against a Price/Technical score of 70% / 30%. The technical (quality) score achieved through the Framework Agreement evaluation process was carried forward as the quality score attributable to this procurement exercise. The scores achieved by the tenderer are detailed in the table below:

		Price (70%)	Technical (30%)	Total (100%)
1	WN Vtech Limited T/A Mellor Coachcraft	70.00	23.00	93.00

3.7 The bid received by WN Vtech Limited T/A Mellor Coachcraft met the criteria set out in the procurement documents and was within the Council's set budget and was therefore deemed to be value for money.

3.8 Community Benefits were sought for this contract and WN Vtech Limited T/A Mellor Coachcraft has committed to the following:

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training) and preferably from an identified priority group.	1
Industry Awareness Events	1
Non-financial support for a Community Project/Group	1

Implications of the Report

- Financial** – The total contract value of £323,775 excluding VAT will be funded from the Environment, Housing & Infrastructure Capital budget allocation for the Vehicle Replacement Programme for financial year 2023/24. The vehicles will replace three older buses, which will be sold on the second-hand market.
- HR & Organisational Development** – None arising from this report.
- Community/Council Planning**
Place - Delivering those strong universal services we all receive, and all rely on – the buses will be for Additional Support Needs, School Transport and Health and Social Care Partnership Day centre runs.
- Legal** - The procurement of this Contract was conducted in accordance with the requirements for a mini competition under Lot 11: Accessible Buses of the Scotland Excel Supply & Delivery of Heavy and Municipal Vehicles Framework Agreement (03/21) and the Council's Standing Orders relating to Contracts.

5. **Property/Assets**– When delivered the vehicles will replace three older buses and become an integral part of the Council’s fleet.
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. 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** - WN Vtech Limited T/A Mellor Coachcraft’s health and safety standards have been assessed and evaluated by Council’s Corporate Health and Safety team to confirm they meet the minimum requirements regarding insurable risk.
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** – WN Vtech Limited T/A Mellor Coachcraft’s insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** - None arising from this report.
12. **Cosla Policy Position** - None arising from this report.
13. **Climate Risk** – The level of impact associated with provision of the supply of this product has been assessed by Scotland Excel using the Scottish Government Sustainability Test and is considered to be low risk. **Vehicles Emissions:** the continued replacement of current Renfrewshire Council vehicles with new vehicles of Euro 6 emission standards, helps Renfrewshire Council continue to reduce the carbon footprint of the social transport fleet by removing older and less environmentally friendly vehicles. The Council will continue to explore alternative fuelled models that will meet the operational needs of the user departments. Including electric, hydrogen and hydrotreated vegetable oil (HVO) fuelled vehicles.

Author: Stuart McLean, Procurement Assistant,
stuart.mclean@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Red Smiddy Phase 3a Barnsford Road

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 Red Smiddy Phase 3a Barnsford Road, reference RC-CPU-23-069, to John McGeady Limited.
 - 1.2 The tendering procedure for this Works Contract followed the Open Procedure in accordance with Renfrewshire Council's Standing Orders Relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Strategic Commercial Category Manager, the Head of Climate, Public Protection and Roads and the Strategic Commercial and Procurement Manager on 11 September 2023.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) Authorises the Head of Corporate Governance to award the Contract for Red Smiddy Phase 3a Barnsford Road, reference RC-CPU-23-069, to John McGeady Limited.

- ii) Notes that the intended starting date is 15 January 2024 with the completion date being four months from the starting date. The actual starting date will be confirmed in the Council's Letter of Acceptance.
- iii) Approves the contract value of £386,618.82 excluding VAT. The cost of this contract will be met from Scottish Government Active Travel Transformation Funding.
- iv) Notes that the Council required Tenderers to appoint a supported business as a subcontractor to provide the signage required for this Contract. John McGeady Limited have nominated Scotland's Bravest Manufacturing Company, a social enterprise company based in Bishopton and a division of the Royal British Legion Industries Ltd charity, for this requirement.

3. **Background**

- 3.1 Funding has been awarded from the Scottish Government Active Travel Transformation Fund to build a high quality, shared used, segregated two-way cycle/pedestrian track located from the end of the existing Glasgow Airport cycle route at St James Interchange to the A726/Inchinnan Drive/Barnsford Road roundabout. The Council requires a suitably experienced contractor to undertake these works.
- 3.2 The Contract will be formed from the NEC3 Engineering and Construction Short Contract April 2013 with bespoke Z Clauses.
- 3.3 A contract notice was published on the Public Contracts Scotland advertising portal on Friday, 29 September 2023 and the tender documentation was available for downloading from the Public Contracts Scotland – Tender platform.
- 3.4 During the tender live period, 13 companies expressed an interest in the Contract. By the closing date for return of electronic tenders, 12 noon on Friday, 13 October 2023, two companies submitted a response, three declined to respond and eight failed to respond.
- 3.5 In accordance with standing order 11.5 each tenderer was required to submit a completed Single Procurement Document (Scotland) (SPD (Scotland)). The tender submissions were evaluated against a pre-determined set of criteria in the SPD (Scotland). Both tenderers satisfied the Council's requirements in respect of their responses to the SPD (Scotland).
- 3.6 The technical and commercial responses in each tender submission were then scored against the award criteria of 40% technical (Quality) and 60% commercial (Price).

3.7 The scores relative to the award criteria of the tenderers are noted below:

		Price (60.00%)	Quality (40.00%)	Total (100.00%)
1	John McGeady Limited	60.00%	33.00%	93.00%
2	Hillhouse Quarry Group Limited t/a MacAsphalt	42.40%	34.25%	76.65%

3.8 The evaluation of Tender Submissions received identified that the submission by John McGeady Limited was the most economically advantageous tender.

3.9 Community Benefits were requested as part of the procurement process and John McGeady Limited has committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
Financial Support for a Community Project / Group	4

These Community Benefits are to be given to Scotland's Bravest Manufacturing Company, a social enterprise company based in Bishopton. The Community Benefits amount to a value of £4,000.

3.10 John McGeady Limited has also agreed to appoint a supported business as a subcontractor for the supply of signage required for this contract. John McGeady Limited have also nominated Scotland's Bravest Manufacturing Company for this requirement.

Implications of the Report

1. Financial

The cost of the contract value of £386,618.82 excluding VAT will be met from Scottish Government Active Travel Transformation Funding.

2. HR & Organisational Development

None arising from this report.

3. Community/Council Planning

Green – the Contract proposed will support the delivery of this outcome.

4. Legal

The tendering process for this Works Contract was conducted in accordance with Council Standing Orders relating to Contracts for a below Regulated Open Procedure Works Contract.

5. Property/Assets

This contract will develop active travel within Renfrewshire Council area by providing a segregated two-way cycle track.

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. 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

John McGeady Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.

9. Procurement

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

10. Risk

John McGeady Limited have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. Privacy Impact

None arising from this report.

12. Cosla Policy Position

None arising from this report.

13. Climate Risk

The level of impact associated with the provision of this work has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.

Author: Brian Bradley, Assistant Category Manager, 0141 487 1522,
brian.bradley@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Replacement Streetlighting Installation and Cable Loops

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 Replacement Streetlighting Installation and Cable Loops, reference RC-CPU-21-246, to Pegasus Power and Communications Ltd.
 - 1.2 The tendering procedure for this Works Contract followed the Open Procedure in accordance with Renfrewshire Council's Standing Orders Relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Strategic Commercial Category Manager and the Head of Climate, Public Protection and Roads on 28 August 2023.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) Authorises the Head of Corporate Governance to award the Contract for Replacement Streetlighting Installation and Cable Loops, reference RC-CPU-21-246, to Pegasus Power and Communications Ltd.

- ii) Notes that the intended starting date is 8 January 2024 with the completion date being 13 weeks from the starting date. The actual starting date will be confirmed in the Council's Letter of Acceptance.
- iii) Authorises the contract value of £237,354.11 excluding VAT. The cost of this contract will be met from Capital Budget.

3. Background

- 3.1 The Council requires a suitably experienced and qualified contractor to assist with the installation of 65 replacement street lighting columns on the Council's Road network, complete with new energy efficient LED lanterns and installation of 33 new cable loops at areas of faults on cable network, with associated ducting and trenching.
- 3.2 The contract will be formed from the NEC3 Engineering and Construction Short Contract April 2013 with bespoke Z Clauses.
- 3.3 A contract notice was published on the Public Contracts Scotland advertising portal on Thursday, 14 September 2023 and the tender documentation was available for downloading from the Public Contracts Scotland – Tender platform.
- 3.4 During the live tender period, five companies expressed an interest in the Contract. By the closing date for return of electronic tenders, 12 noon on Friday, 13 October 2023, one company submitted a response, one declined to respond and three failed to respond.
- 3.5 In accordance with the Council's Standing Orders Relating to Contracts 22 June 2023 order 11.5, tenderers were required to complete a Single Procurement Document (Scotland) ("SPD (Scotland)") to be submitted with their tender submission. The tenderer satisfied the Council's requirements in respect of their responses to the SPD (Scotland).
- 3.6 The technical and commercial responses in the tender submission were then scored against the award criteria of 60% technical (Quality) and 40% commercial (Price).
- 3.7 The scores relative to the award criteria of the Tenderer are noted below:

		Price (40%)	Quality (60%)	Total (100%)
1	Pegasus Power and Communications Ltd	40.00%	32.00%	72.00%

- 3.8 Following evaluation in line with the criteria set out in the procurement documents, the bid received from Pegasus Power and Communications Ltd was within the Council's set budget and was therefore deemed to be value for money.
- 3.9 Community Benefits were requested as part of the procurement process and Pegasus Power and Communications Ltd has committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training) and preferably from an identified priority group.	1

Implications of the Report

1. Financial

The costs for this contract amount to £237,354.11 excluding VAT and will be funded from the Environment, Housing and Infrastructure Capital budget.

2. HR & Organisational Development

None directly arising from this report.

3. Community/Council Planning

Reshaping our place, our economy and our future - the works proposed will support the delivery of this outcome.

4. Legal

The procurement of this works Contract has been conducted in accordance Renfrewshire Council's Standing Orders Relating to Contracts for a below regulated value Works Contract.

5. Property/Assets

The contract will improve streetlighting assets as they will replace expired assets with new units.

6. Information Technology

None directly 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. 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

Pegasus Power and Communications Ltd's health and safety submission has been evaluated by Renfrewshire Council's Health and Safety section. Pegasus Power and Communications Ltd, has met the minimum requirements regarding health & safety.

9. Procurement

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

10. Risk

Pegasus Power and Communications Ltd.'s insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. Privacy Impact

None directly arising from this report.

12. Cosla Policy Position

None directly arising from this report.

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.

Author: Andrew Green, Procurement Advisor, Corporate Procurement Unit



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Contract for Environment, Housing and Infrastructure Asset Management System

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 an Environment, Housing and Infrastructure Asset Management System, reference RC-CPU-22-305, to Brightly Software Limited.
 - 1.2 The recommendation to award the Contract (a Call-Off Contract) follows a procurement exercise conducted in accordance with Framework Schedule 5: Award Procedure and the Customer Guidance issued for Lots 1 to 3 of the Crown Commercial Services G-Cloud 13 Framework Agreement, reference RM1557.13 ("Framework"), and the Council's Standing Orders Relating to Contracts.
 - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit and approved by the Head of Digital, Transformation and Customer Services, the Head of Climate, Public Protection and Roads and the Strategic Commercial Category Manager in September 2023.
-

2. Recommendations

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

- i) Award a Call-Off Contract for the Environment, Housing and Infrastructure Asset Management System, reference RC-CPU-22-305, to Brightly Software Limited in accordance with the award procedure under the Crown Commercial Services G-Cloud 13 Framework Agreement, reference RM1557.13.
 - ii) Authorise a maximum Call-Off contract value of up to £406,966.00 excluding VAT; and
- 2.2 Note the Call-Off term is three years with the Council having the option to extend the service on one occasion (Extension Period) for up to 12 months. The proposed Call-Off Start date is 8 January 2024. The actual Start date will be formally confirmed in the Crown Commercial Services G-Cloud 13 Framework Agreement RM1557.13 Order Form.
-

3. **Background**

- 3.1 The Council has a requirement for a contract to replace the current Software as a Service (SaaS) contract for an asset management system which will expire in June 2024. This is currently provided by Symology Limited. The system is used by Environment, Housing and Infrastructure and holds data related to infrastructure assets that allows future works to be scheduled.
- 3.2 The Council identified the Crown Commercial Services G-Cloud 13 Framework Agreement, reference RM1557.13 (the Framework), as a suitable route to market. The framework consists of three Lots and Lot 2 – Cloud Software of this Framework offers a suite of cloud provisioned software and associated services, including asset management systems. The framework allows the Call-Off to be formed on the terms of the Call-Off contract, which includes Supplier Terms.
- 3.3 Following the Framework Award Procedure (Framework Schedule 5) and the Framework Lots 1 to 3 Customer Guidance Buying Process, the Council followed the Step process and search terms. At Step 3, longlist to shortlist, it was found that two suppliers provided an offering that was suitable against the high level and further filtered short list requirements. The filters used are detailed below:

Filters	List of Filters Used	Description of Filters Used	Search Result (Suppliers)
1	Asset Management	The requirement is for an asset management system to collect and manage information in respect of environmental and infrastructure assets.	2,123
2	Road	The asset management systems must be capable of collecting and managing information in respect of road assets.	32
3	Carbon	The asset management system must be capable of providing carbon usage forecasting as well as carbon data and carbon forecasting reports.	5
4	Cyber Essentials	The Supplier providing the Council with a cloud-based solution must meet a minimum cyber security standard.	2

- 3.4 At Step 4, the information and documents provided by the two shortlisted suppliers on the framework's Contract Award Service were evaluated by a team consisting of representatives from the Corporate Procurement Unit, ICT, and Environment, Housing and Infrastructure.
- 3.5 The two shortlisted suppliers were invited to demonstrate their system to the Council at individual appointments on 9 and 10 October 2023 respectively. Those demonstrations were attended by representatives from the Corporate Procurement Unit, ICT and Environment, Housing and Infrastructure.
- 3.6 Following those presentations, one supplier's proposal was deemed not compliant and removed from the process, as the solution offered by them was not a single solution available via the short-listed requirements.
- 3.7 The remaining supplier's information, documents, demonstrations and commercial aspects were scored against award criteria of 90% technical (Quality) and 10% commercial (Price).
- 3.8 The scores relative to the award criteria of the Supplier are noted below:

		Price (10%)	Quality (90%)	Total (100%)
1	Brightly Software Limited	10.00%	60.00%	70.00%

- 3.9 The evaluation of information, documents, demonstrations and commercial aspects identified that Brightly Software Limited was within the Council's set budget and was therefore deemed to be value for money.
- 3.10 Community Benefits were requested as part of the procurement process and Brightly Software Limited has committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
Industry Skill Transfer to Schools	4

Implications of the Report

- Financial**
The cost over the extended duration of the contract (four years) will be a maximum value of up to £406,966.00 excluding VAT. This will be met from existing revenue budgets within Environment, Housing and Infrastructure.
- HR & Organisational Development**
None arising from this report.
- Community/Council Planning**
Living our values – the Contract proposed will support the delivery of this outcome.
- Legal**
The procurement was carried out in accordance with Framework Schedule 5: Award Procedure and Customer Guidance issued for Lots 1 to 3 of the Crown Commercial Services G Cloud 13 Framework Agreement, reference RM1557.13 and the Council's Standing Orders Relating to Contracts.
- Property/Assets**
The Contract will ensure Council infrastructure is maintained in an efficient manner.
- Information Technology**
This Contract will ensure continuation of Environment, Housing and Infrastructure asset management needs, operating as a Software as a Service.

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**
Brightly Software Limited's Health and Safety credentials were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.
9. **Procurement**
The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk**
Brightly Software Limited have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact**
No Privacy Impact implications have been identified or are anticipated.
12. **Cosla Policy Position**
No Cosla Policy implications have been identified or are anticipated.
13. **Climate Risk**
The level of impact associated with the provision of this service has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.

List of Background Papers

None

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brian.bradley@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Traffic Management Improvements - SPT Projects

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 Traffic Management Improvements - SPT Projects, reference RC-CPU-23-068, to Hillhouse Quarry Group Limited.
 - 1.2 The tendering procedure for this Works Contract followed the Open Procedure in accordance with Renfrewshire Council's Standing Orders Relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Strategic Commercial Category Manager and the Head of Climate, Public Protection and Roads on 5 September 2023.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) Authorises the Head of Corporate Governance to award the Contract for Traffic Management Improvements - SPT Projects, reference RC-CPU-23-068, to Hillhouse Quarry Group Limited.

- ii) Notes that the intended starting date is 15 January 2024 with the completion date being three months from the starting date. The actual starting date will be confirmed in the Council's Letter of Acceptance.
- iii) Approves the contract value of £225,730.01 excluding VAT. The cost of this contract will be met from funding provided by Strathclyde Partnership for Transport.

3. **Background**

3.1 Funding has been provided by Strathclyde Partnership for Transport to upgrade traffic signal equipment at the following locations:

- High Street/Collier Street in Johnstone;
- Gallow Green Road/Douglas Street in Paisley; and
- High Street/Millburn Drive/Highgrove Road in Renfrew.

The Council has a requirement for a contractor to undertake these upgrade works.

3.2 The Contract will be formed from the NEC3 Engineering and Construction Short Contract April 2013 with bespoke Z Clauses.

3.3 A contract notice was published on the Public Contracts Scotland advertising portal on Tuesday, 3 October 2023 and the tender documentation was available for downloading from the Public Contracts Scotland – Tender platform.

3.4 During the tender live period, eight companies expressed an interest in the Contract. By the closing date for return of electronic tenders, 12 noon on Friday, 20 October 2023, two companies submitted a response, one declined to respond and five failed to respond.

3.5 In accordance with standing order 11.5, each tenderer was required to submit a completed Single Procurement Document (Scotland) ("SPD (Scotland)"). The tender submissions were evaluated against a pre-determined set of criteria in the SPD (Scotland). Both tenderers satisfied the Council's requirements in respect of their responses to the SPD (Scotland).

3.6 The technical and commercial responses in each tender submission were then scored against the award criteria of 70% commercial (Price) and 30% technical (Quality).

3.7 The scores relative to the award criteria of the tenderers are noted below:

		Price (70%)	Quality (30%)	Total (100%)
	Hillhouse Quarry Group Limited	70.00%	28.00%	98.00%
	Lochwynd Limited	49.56%	21.00%	70.56%

3.8 The evaluation of tender submissions received identified that the submission by Hillhouse Quarry Group Limited was the most economically advantageous tender.

3.9 Community Benefits were requested as part of the procurement process and Hillhouse Quarry Group Limited has committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
S/NVQ (or equivalent) for <ul style="list-style-type: none">• New Tenderer Employee working on this contract• New Supply Chain Employee working on this contract	1

Implications of the Report

1. Financial

The cost of the contract is £225,730.01 excluding VAT and it will be met from funding provided by Strathclyde Partnership for Transport.

2. HR & Organisational Development

None directly arising from this report.

3. Community/Council Planning

Green – the Contract proposed will support the delivery of this Contract.

Living our values – the Contract proposed will support the delivery of this Contract.

4. Legal

The tendering process for this Works Contract was conducted in accordance with the Council Standing Orders relating to Contracts for a below Regulated Open Procedure Works Contract.

5. Property/Assets

This Contract will upgrade traffic signal equipment within the Renfrewshire Council area.

6. Information Technology

None directly 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. 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

Hillhouse Quarry Group Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.

9. Procurement

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

10. Risk

Hillhouse Quarry Group Limited has been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. Privacy Impact

None directly arising from this report.

12. Cosla Policy Position

None directly arising from this report.

13. Climate Risk

The level of impact associated with the provision of this work has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.

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To: Finance, Resources and Customer Service Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources

Heading: Contract Authorisation Report for Online payments and cashless catering RC-CPU-23-008

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract for online payments and cashless catering ("the Contract").
 - 1.2 The recommendation to award the Contract follows a procurement exercise conducted using the above Government Procurement Agreement (GPA) Threshold Open Procedure.
 - 1.3 A Contract Strategy was approved by the Head of Facilities and Property Services on 18 July 2023, the Head of Digital, Transformation and Customer Services and the Head of Service (Early Years & Broad General Education) on 19 July 2023 and the Corporate Procurement Manager on 13 July 2023.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) Authorises the Head of Corporate Governance to award the Contract for Online payments and cashless catering (reference RC-CPU-23-008) to ParentPay Limited.

- ii) Notes that the Contract is for a period up to 10 years with the inclusion of a Break Clause which the Council reserves the right to exercise after Contract Review. It is anticipated that the Contract Start Date will be 8 January 2024. However, the actual Contract Start Date will be confirmed in the Letter of Acceptance.
 - iii) Notes the Contract value for the 10 year period is £1,239,726.78 excluding VAT and a 5% contingency for any additions.
-

3. **Background**

- 3.1 The Council has an ongoing requirement for an experienced Service Provider to provide a single integrated online payments and cashless catering solution, which includes school fund management to support the Council's objective to eliminate cash from all schools. This system will also support the Council's processes, which have recently been implemented across all schools providing an audit trail, better control and visibility of debt, and flexibility, and provide real-time reporting and a consistent experience for parents/guardians and Council staff.
- 3.2 The procurement exercise for this Contract was conducted using the above Government Procurement Agreement (GPA) Threshold Open Procedure under the Public Contracts (Scotland) Regulations 2015, as amended and the Council's Standing Orders Relating to Contracts. A contract notice was despatched to the Find a Tender Service via the Public Contracts Scotland portal on 16 August 2023 and published on the same date.
- 3.3 During the tender live period for this Contract, 16 organisations expressed an interest in the tender opportunity. By the tender deadline of 19 September 2023, 2 companies submitted a tender submission and 14 failed to respond. The Council contacted those organisations who did not respond to ask their reasons for not participating. Responses ranged from lack of internal resource to complete the bid, the opportunity not being commercially viable for them, or not being able to fulfil all the requirements contained in the Requirements document.
- 3.4 One of the tenderers who submitted a response failed to submit a completed Pricing Schedule in accordance with the requirements of the Invitation to Tender, and were deemed non-compliant and their tender submission was rejected.

3.5 The remaining tender submission was evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (Scotland) (SPD (Scotland)) by representatives from ICT Services, Environment, Housing and infrastructure, Children Services, Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety. The Tenderer met the selection criteria set within the SPD (Scotland). The Tender Submission was then evaluated against the published set of award criteria of 80% Quality and 20% Price.

3.6 The scores relative to the Award Criteria for the Tenderer are noted below:

Tenderers Name	Quality Score (80%)	Price Score (20%)	Total Score (100%)
ParentPay Limited	68.50%	20.00%	88.50%

ParentPay Limited was the only compliant tenderer and was deemed to have met all requirements.

3.7 Three Council Services share ownership of this Contract. However, costs under this Contract will be funded by a single budget held by Finance and Resources.

3.8 ParentPay Limited has committed to deliver the following Community Benefits as part of this Contract:

Community Benefit	No of People/ Activity
Job for an unemployed individual from a Priority Group	1
Modern Apprenticeship	2
Work Experience Placement for an individual 16+ years of age	1
Work Experience Placement for an individual aged 14+ years of age	1
Industry Awareness Events	1
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	2
Event to promote supply chain opportunities	1
Non-financial support for a Community Project/Group	1

Implications of the Report

1. **Financial** - The financial status of ParentPay Limited was assessed, which confirmed that the organisation satisfied the Council's requirements in relation to financial stability. The cost of the contract for the 10-year period is £1,239,726.78, excluding VAT and a 5% contingency for any additions. This will require to be met from revenue budgets within Finance and Resources.
2. **HR & Organisational Development** – None arising directly from this report.
3. **Community/Council Planning** – This Contract will support this Council objective of 'Living our values – making a difference together' as it ensures the Council is keeping pace with new and emerging technology, and that it understands the benefits this can bring to the Council and its citizens.
4. **Legal** - The procurement exercise for this contract was conducted as an above Government Procurement Agreement (GPA) Threshold Open Procedure under the Public Contracts (Scotland) Regulations 2015, as amended and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** – the Council's existing hardware, such as Electronic Point of Sale tills, will be refreshed as part of this Contract.
6. **Information Technology** – this Contract will provide the necessary software and hardware for the delivery of an integrated online payments and cashless catering solution.
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** – ParentPay Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.
9. **Procurement** – The procurement exercise for this contract was conducted as an above Government Procurement Agreement (GPA) Threshold Open Procedure under the Public Contracts (Scotland) Regulations 2015, as amended and the Council's Standing Orders Relating to Contracts.

10. **Risk** - ParentPay Limited's insurance cover was assessed by Corporate Risk and met the Council's minimum requirements for insurable risk.
11. **Privacy Impact** - None arising directly from this report.
12. **Cosla Policy Position** - None arising directly from this report.
13. **Climate Risk** – The environmental impact associated with provision of this service was assessed using the Scottish Government Sustainability Test. Due to the reliance on cloud and mobile infrastructure powered by data centres, which are incredibly energy intensive to run, a sustainability question was included as part of the technical evaluation in the tender documents. ParentPay Limited responded to this question advising how they would deliver the Contract in a way that will minimise environmental impact and reduce carbon emissions throughout their supply chain.

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Report by the Director of Finance and Resources and Director of Environment, Housing and Infrastructure

Heading: Provision of Housing Support for Young Homeless Adults (Argyle Street and Bruce Court) and Single Homeless People and Families (Victoria Drive and Paisley Road) (RC-CPU-23-039)

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 Housing Support for Young Homeless Adults (Argyle Street and Bruce Court) and a Contract for the Provision Single Homeless People and Families (Victoria Drive and Paisley Road) carried out under the same procurement exercise.
 - 1.2 The recommendation to award these Contracts follows a procurement exercise which was conducted as an Open Procedure for above GPA threshold contracts in accordance with the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services.
 - 1.3 A Contract Strategy for these Contracts was approved by the Head of Housing Services on 11 July 2023 and the Strategic and Commercial Procurement Manager on 30 June 2023.
-

2. Recommendations

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

- i) Award the Contracts for (1) Provision of Housing Support for Young Homeless Adults (Lot 1) and (2) Single Homeless People and Families (Lot 2), both referenced RC-CPU-23-039, to Blue Triangle (Glasgow) Housing Association Limited (Company Registration Number SP1835RS).
 - ii) Award each contract for a period of two years, anticipated to commence on 30 March 2024 and end on 29 March 2026 with the Council having the option to extend each contract for up to 12 months on two separate occasions. If the maximum extension option is utilised, the anticipated end of the individual Contracts will be 29 March 2028. The actual Commencement Date for each Contract will be confirmed in the respective Council's Letter of Acceptance.
 - iii) Award the Contracts for:
 - a. Lot 1 up to a maximum value of £1,124,228 (£281,057 per annum);
 - b. Lot 2 up to a maximum value of £696,264 (£174,066 per annum) for the entire contract period.
-

3. **Background**

- 3.1 These new contracts will replace existing contracts that are due to expire on 29 March 2024.
- 3.2 The contracts are for (1) the provision of Housing Support for Young Homeless People and Families (Lot 1) and (2) Single Homeless People and Families (Lot 2), residing in supported interim accommodation. The services under these contracts will be provided from accommodation in contract for Lot 1 at Argyle Street and Bruce Court and for contract under Lot 2 at Victoria Drive and Paisley Road. The Provider will also deliver a Housing Management Service for the accommodation at these premises, which does not form part of these Contracts awards but is a related service and necessary for support of these service users.
- 3.3 The main aim of these two Contracts are to support people living in interim accommodation and to support their transition to move on, maintain and manage their settled accommodation. The services provided will be focussed on the specific needs of the person and based on the individual's personal plan for support. The service provided under each contract will be accessible seven days a week, 24 hours per day and will deliver the following:-
 - A model of support that is open, responsive, needs-led and positively integrates with the wider health and social care system;

- The facilitation and active engagement of clients by working in partnership with support agencies such as Invest in Renfrewshire, Engage Renfrewshire and the local Health and Social Care Partnership; and
 - Focus on a best practice approach to deliver improved levels of positive resettlement and tenancy sustainment.
- 3.4 The procurement process for these Contracts was conducted as a single procurement exercise using the Open Procedure in accordance with the Public Contracts (Scotland) Regulations 2015 for a Social and other Specific Services contracts and the Council's Standing Orders Relating to Contracts.
- 3.5 A contract notice was published on 14 July 2023 on the Find a Tender Service with the Invitation to Tender also published and available on this date. The Tender submission deadline was 12:00 on 18 August 2023.
- 3.6 During the tendering period, seven economic operators viewed the tender opportunity; one submitted a tender response for each of the Contracts and six did not respond. Feedback was sought from those who did not submit; responses included that the requirement was not aligned with their core business, or that they were not in a position to tender for the requirement at the time.
- 3.7 In accordance with Standing Order relating to Contracts 11.5, the tender submission received was evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (SPD) by representatives from Housing Services, Chief Executive's, Corporate Procurement Unit, Risk Management, IT and Health and Safety.
- 3.8 The tenderer confirmed compliance with the minimum selection criteria set within the SPD. The tender submission in respect of each Contract (Lot) was then evaluated against the published award criteria of 70% Quality and 30% Price as stated in the Invitation to Tender.
- 3.9 The scores relative to the Award Criteria for each Lot (Contract) are noted below:

Lot 1 - Provision of Housing Support for Young Homeless Adults (Argyle Street and Bruce Court)

Tenderer	Quality (70%)	Price (30%)	TOTAL
Blue Triangle (Glasgow) Housing Association Limited	64.75%	30%	94.75%

Lot 2 – Provision of Housing Support for Single Homeless People and Families

Tenderer	Quality (70%)	Price (30%)	TOTAL
Blue Triangle (Glasgow) Housing Association Limited	67.25%	30%	97.25%

- 3.10 The evaluation of the tender submissions received identified that the tenders submitted by Blue Triangle (Glasgow) Housing Association Limited were the most economically advantageous tender submissions for Lot 1 and for Lot 2. While there was one tender submission received for each Lot, the tender evaluation process and scores achieved by Blue Triangle (Glasgow) Housing Association Limited identifies quality service provision within the budget identified for the period of the contracts and provides continuity of support for people already accessing the services.
- 3.11 Community Benefits were requested as part of this procurement process. Blue Triangle (Glasgow) Housing Association Limited has confirmed the following will be delivered as part of each Contract, as follows:

Lot 1 - Provision of Housing Support for Young Homeless Adults (Argyle Street and Bruce Court)

Community Benefit	Number Offered
Work Experience Placement for an individual 16+ years of age	1
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Employee • Existing Employee • Supply Chain Employee 	3
Industry Awareness Events <ul style="list-style-type: none"> • Schools • Invest in Renfrewshire – Employability • Further Education 	3
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	1
Non-financial support for a Community Project	1

Lot 2 - Provision of Housing Support for Single Homeless People and Families (Victoria Drive and Paisley Road)

Community Benefit	Number Offered
Work Experience Placement for an individual 16+ years of age	1
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Employee • Existing Employee • Supply Chain Employee 	3
Industry Awareness Events <ul style="list-style-type: none"> • Schools • Invest in Renfrewshire – Employability • Further Education 	3
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	1
Non-financial support for a Community Project	1

Implications of the Report

1. **Financial** – Service costs are Lot 1: up to a maximum value of £1,124,228 (£281,057 per annum); and Lot 2: up to a maximum value of £696,264 (£174,066 per annum) and will be met by Housing Services budget.
2. **HR & Organisational Development** – None arising directly from this report.
3. **Community/Council Planning** –
 - Place – working together to enhance wellbeing across communities:
 - Developing our relationship with, listening to and involving our communities in the shaping of their future, particularly around the Council's investment and budgeting decisions, and ensuring that a wide range of voices and views are heard.
 - Economy - building an inclusive, green and resilient economy (matching people, skills and opportunities):
 - Creating sustainable employment opportunities for people who live in Renfrewshire, attracting good employers to the area and encouraging growth of businesses already operating here, ensuring that all people can benefit from the inclusive growth in Renfrewshire;
 - Supporting our citizens, particularly those furthest from the jobs market, into fair work - well paid, fulfilling employment.
 - 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.
4. **Legal** – This procurement was carried out in accordance with the procedures for above GPA Threshold contracts under the Public Contracts (Scotland) Regulations 2015 as amended for Social and Other Specific Services contracts and the Council’s Standing Orders Relating to Contracts.
 5. **Property/Assets** – None arising directly from this report.
 6. **Information Technology** – None arising directly from this report.
 7. **Equality & Human Rights** - The recommendations contained within this report may be assessed in relation to their impact on equalities and human rights by Environment, Infrastructure and Housing Services.
 8. **Health & Safety** - Blue Triangle (Glasgow) Housing Association Limited Health and Safety submission has been evaluated by Corporate Health and Safety and meets 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** - Blue Triangle (Glasgow) Housing Association Limited insurances have been assessed by Renfrewshire Council’s Risk Officer and meet the minimum requirements regarding insurable risk.
 11. **Privacy Impact** - The contract contains Renfrewshire Council’s General Conditions of Contract data protection provisions. Blue Triangle (Glasgow) Housing Association 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 each of these contracts.
 12. **Cosla Policy Position** - None arising directly from this report.
 13. **Climate** – The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and no climate change implications were noted as part of each Contract.

List of Background Papers - None.

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Report by the Director of Finance and Resources and the Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Provision of a Care at Home Service (RC-CPU-23-015)

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 Care at Home Service with Scotia Homecare Solutions Limited (Company Registration Number SC662472).
 - 1.2 The recommendation to award this Contract follows a procurement exercise which was conducted as a Negotiated Procedure in accordance with the Procurement Reform Rules and the Council's Standing Orders relating to Contracts for a health and social care services contract.
 - 1.3 A Contract Strategy for this Contract was approved by the Head of Health and Social Care and Chief Finance Officer on 31 August 2023 and the Strategic Commercial Category Manager on 28 August 2023.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorises the Head of Corporate Governance to award this Contract:
 - i) for Provision of a Care at Home Service, reference RC-CPU-23-015, to Scotia Homecare Solutions Limited;

- ii) the Commencement Date of the Contract is anticipated to be 1 January 2024 for a contract period of 12 months, with no option to extend; the actual Commencement Date for this Contract will be confirmed in the Council's Letter of Acceptance; and
 - iii) for a contract value of up to a maximum of £241,460 excluding VAT.
-

3. **Background**

- 3.1 Renfrewshire Council like other areas in Scotland has seen an increase in demand for care at home services, in part due to an ageing population. There are also many issues facing the adult social care sector, including shortages in staff to provide care and support for people. This has resulted in the need for additional capacity for care at home services in Renfrewshire Council area which it has been identified cannot be met through the Council's pre-existing Framework (Provision of a Care at Home and / or Housing Support Service, RC-CPU-18-144) ("Framework").
- 3.2 In order to ensure Renfrewshire Health and Social Care Partnership (RHSCP) on behalf of the Council can continue to provide care at home services for people who require these services, it is proposed that this interim contract is put in place covering defined areas where Framework providers are unable to provide care at home services and until longer term arrangements can be procured.
- 3.3 RHSCP also have a new Sustainable Futures programme which is reviewing how services are delivered, to ensure efficiency. This review will include how care at home services are delivered.
- 3.4 The Council's Framework has been extended to February 2025, and the Council, RHSCP and Corporate Procurement Unit have already commenced early engagement with the provider market to generate interest and increase capacity within the Renfrewshire Council area. The proposal is for a new Flexible Framework which is anticipated to allow new providers to join throughout its term, helping to increase the number of providers and capacity for service users within Renfrewshire.
- 3.5 The procurement process for this Contract was conducted as a Negotiated Procedure in accordance with the Procurement Reform Rules and the Council's Standing Orders Relating to Contracts.

- 3.6 Scotia Homecare Solutions Limited was invited to respond to the Council's Invitation to Contract which was published on 3 October 2023 with a return deadline of 3pm on 11 October 2023.
- 3.7 In accordance with Council's Standing Order relating to Contracts 11.5 a Single Procurement Document (Scotland) (SPD (Scotland)) was required to be completed, the Tender submission from Scotia Homecare Solutions Limited was evaluated and met the predetermined criteria in the SPD (Scotland).
- 3.8 Scotia Homecare Solutions Limited'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 for both Quality and Price as set out within the Invitation to Contract.
- 3.9 Community Benefits were requested as part of this procurement process. Scotia Homecare Solutions Limited has confirmed the following Community Benefits will be delivered as part of the Contract:

Community Benefit	Number Offered
Job for an unemployed individual	2
Work Experience Placement for an individual 16+ years of age	1
S/NVQ (or equivalent)	5

Implications of the Report

- Financial** – Service costs of a maximum of £241,460 excluding VAT will be met by the RHSCP Care at Home Services revenue budget.
- HR & Organisational Development** – None directly arising from this report.
- Community/Council Planning** –
 - Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities** – Developing strong community based services that respond to local need.
 - Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm** – Protecting vulnerable adults ensuring they can live safely and independently.
- Legal** – The procurement of the contract follows a procurement exercise which was conducted as a Negotiated Procedure in accordance with the Procurement Reform Rules and the Council Standing Orders relating to Contracts.

5. **Property/Assets** – None directly arising from this report.
6. **Information Technology** – None directly 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. 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 Scotia Homecare Solutions Limited 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 insurance documents submitted by Scotia Homecare Solutions Limited 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 including Data Protection, Security and Recording. Scotia Homecare Solutions 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 care at home service under this Contract.
12. **Cosla Policy Position** - None directly arising from this report.
13. **Climate** – None directly arising from this report.

List of Background Papers - None.

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Report by the Director of Finance and Resources and the Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Three Contracts for the Provision of a Care at Home Service (Contract references RC-CPU-23-084, RC-CPU-23-085 and RC-CPU-23-086)

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 three separate Contracts for the Provision of a Care at Home Service as detailed in 2.1 below.
 - 1.2 The procurement exercise for each of these Contracts was conducted as a Negotiated Procedure in accordance with the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services contracts.
 - 1.3 A Contract Strategy covering all three Contracts was approved by the Head of Health and Social Care and Chief Finance Officer on 31 August 2023 and the Strategic Commercial & Procurement Manager on 01 September 2023.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) Authorises the Head of Corporate Governance to enter into three separate Contracts for the following Services:

- a. RC-CPU-23-084 Provision of a Care at Home Service to CRC Care Limited, for a contract period of 12 months, with an annual value of up to £2,752,346 excluding VAT, with no option to extend;
 - b. RC-CPU-23-085 Provision of a Care at Home Service to Wilkerr Care Services Ltd, for a contract period of 12 months, with an annual value of up to £1,889,427 excluding VAT, with no option to extend;
 - c. RC-CPU-23-086 Provision of a Care at Home Service to M-VERTH Limited, for a contract period of 12 months, with an annual value of up to £1,167,461 excluding VAT, with no option to extend.
- ii) Notes that each of these three Contracts are intended to commence on 1 January 2024, the exact Commencement Date will be confirmed in the respective Council Letter of Acceptance.
-

3. Background

- 3.1 Renfrewshire Council like other areas in Scotland has seen an increase in demand for care at home services, in part due to an ageing population. There are also many issues facing the adult social care sector, including shortages in staff to provide care and support for people. This has resulted in the need for additional capacity for care at home services in Renfrewshire Council area which cannot be met through the Council's pre-existing Framework Agreement for the Provision of a Care at Home and Housing Support Service, RC-CPU-18-144 (the "Framework").
- 3.2 These three Contracts are required to ensure continuity of care for service users already receiving care at home services. However, if the Council or Renfrewshire Health and Social Care Partnership (RHSCP) acting on behalf of the Council require additional Services, they will first utilise the Framework. These three Contracts will not take priority over the Framework.
- 3.3 Should the Framework Providers not have the capacity to meet the RHSCP requirements, the RHSCP may consider other contractual arrangements available to meet the requirements and specific needs of services users, including use of these three Contracts.

- 3.4 In addition to continuity of care, where applicable and in order to ensure RHSCP can provide care at home services for all service users who require these services, these three interim Contracts provide cover where Framework Providers are unable to provide care at home services and until longer term arrangements can be procured.
- 3.5 RHSCP have a new Sustainable Futures programme which is reviewing how services including Care at Home Services are delivered.
- 3.6 The Council's Framework has been extended to February 2025, and the Council, RHSCP and Corporate Procurement Unit have already commenced early engagement with the provider market to generate interest and increase capacity within the Renfrewshire Council area. The proposal for a longer term arrangement is a new Flexible Framework which will help to increase the number of providers and capacity for service users within the Renfrewshire Council area.
- 3.7 The Strategic Commercial & Procurement Manager approved the procedure for procurement of individual negotiated contracts without competition in accordance with the Council's Standing Orders Relating to Contracts and in accordance with the Public Contracts (Scotland) Regulations 2015, as amended, for Social and Other Specific Services Contracts to meet the requirements and specific needs of services users.
- 3.8 The Invitation to Contract for each of these contracts was published on 01 September 2023 with all responses to be made by the return deadline of 12 noon on 04 October 2023.
- 3.9 The following providers were invited to respond to specific opportunities:
- A. RC-CPU-23-084 Provision of a Care at Home Service – CRC Care Limited;
 - B. RC-CPU-23-085 Provision of a Care at Home Service – Wilkerr Care Services Limited;
 - C. RC-CPU-23-086 Provision of a Care at Home Service – M-VERTH Limited.
- 3.10 Each of the providers invited to submit a response replied to the relevant Invitation to Contract.

- 3.11 Each evaluation was carried out by representatives from RHSCP, Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety. In accordance with Council's Standing Order relating to Contracts 11.5, a Single Procurement Document (Scotland) (SPD (Scotland)) was required to be completed, and the Tender submission received for each contract was considered against predetermined criteria in the form of the SPD (Scotland).
- 3.12 Following review of the SPD (Scotland) received:
- A. Tender submission for RC-CPU-23-084 Provision of a Care at Home Service from CRC Care Limited is compliant with the selection criteria set out within the SPD (Scotland);
 - B. Tender submission for RC-CPU-23-085 Provision of a Care at Home Service from Wilkerr Care Services Limited is compliant with the selection criteria set out within the SPD (Scotland);
 - C. Tender submission for RC-CPU-23-086 Provision of a Care at Home Service from M-VERTH Limited is compliant with the selection criteria set out within the SPD (Scotland).
- 3.13 Each response was then evaluated against the Price/Quality Award Criteria detailed in the respective Invitation to Contract.
- 3.14 The evaluation outcome for each Contract is noted as follows:
- 3.14.1 Tender submission for RC-CPU-23-084 Provision of a Care at Home Service:
- CRC Care Limited submission met the requirements set out in the Invitation to Contract;
 - CRC Care Limited confirmed they will deliver Services for the agreed hourly rate;
 - The Council is satisfied that the tender submission is of suitable quality to deliver the Service required.
- 3.14.2 Tender submission for RC-CPU-23-085 Provision of a Care at Home Service:
- Wilkerr Care Services Limited submission met the requirements set out in the Invitation to Contract;
 - Wilkerr Care Services Limited confirmed they will deliver Services for the agreed hourly rate;

- The Council is satisfied that the tender submission is of suitable quality to deliver the Service required.

3.14.3 Tender submission for RC-CPU-23-086 Provision of a Care at Home Service:

- M-VERTH Limited submission met the requirements set out in the Invitation to Contract;
- M-VERTH Limited confirmed they will deliver Services for the agreed hourly rate;
- The Council is satisfied that the tender submission is of suitable quality to deliver the Service required.

3.15 Community Benefits were requested as part of these Contracts. The following Community Benefits will be delivered under the respective contracts:

RC-CPU-23-084 CRC Care Limited

Community Benefit	Number Offered
Financial Support for a community programme/Charity.	1
Industry skill Transfer to schools	1
SVQ for Existing Employees	1
Graduate work experience	1

RC-CPU-23-085 Wilkerr Care Services Limited

Community Benefit	Number Offered
Modern Apprenticeship	2
Work Experience Placement for an individual 16+ years of age	2
Work Experience Placement for an individual aged 14+ years of age	1

RC-CPU-23-086 M-VERTH Limited

Community Benefit	Number Offered
Job for an unemployed individual from a Priority Group	3
Job for an unemployed individual	12
Modern Apprenticeship	1
Graduate	1

Community Benefit	Number Offered
Work Experience Placement for an individual 16+ years of age	1
Work Experience Placement for an individual aged 14+ years of age	1
S/NVQ (or equivalent)	16
Industry Awareness Events	4
Industry Skill Transfer to Schools	4
Business advice/support to an SME/Social Enterprise/Voluntary organisation	1
Financial Support for a Community Project	1

Implications of the Report

1. **Financial** – Service costs will be met by the RHSCP Care at Home Services budget.
2. **HR & Organisational Development** – None arising directly from this report.
3. **Community/Council Planning** –
 - **Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities** – Developing strong community based services that respond to local need.
 - **Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm** – Protecting vulnerable adults ensuring they can live safely and independently.
4. **Legal** – The procurement of each of these three contracts has been conducted in accordance with the procedures for an above GPA threshold contract of the Public Contracts (Scotland) Regulations 2015 as amended for a Social and Other Specific Services contract and the Council Standing Orders relating to Contracts.
5. **Property/Assets** – None arising directly from this report.
6. **Information Technology** – None arising directly 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. 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 submissions for each of the three tender submissions were evaluated by Corporate Health and Safety and were all scored “Pass” as satisfying the Council’s requirements:
 - RC-CPU-23-084 Provision of a Care at Home Service – CRC Care Limited;
 - RC-CPU-23-085 Provision of a Care at Home Service – Wilkerr Care Services Limited (Pass);
 - RC-CPU-23-086 Provision of a Care at Home Service – M-VERTH Limited (Pass).
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 insurance documents submitted with each tender submission for each contract was assessed by Renfrewshire Council’s Risk Officer, and all were all scored “Pass” as satisfying the Council’s requirements:
 - RC-CPU-23-084 Provision of a Care at Home Service – CRC Care Limited (Pass);
 - RC-CPU-23-085 Provision of a Care at Home Service – Wilkerr Care Services Limited (Pass);
 - RC-CPU-23-086 Provision of a Care at Home Service – M-VERTH Limited (Pass).
11. **Privacy Impact** - All three contracts contain Renfrewshire Council’s General Conditions of Contract including Data Protection, Security and Recording. The Providers (CRC Care Limited, Wilkerr Care Services Limited and M-VERTH Limited) will be Data Controllers under the respective Contract identified in recommendation 2.1.1 and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data to those receiving a care at home service under those Contracts.
12. **Cosla Policy Position** - None arising directly from this report.
13. **Climate** – None arising directly from this report.

List of Background Papers - None.

Author: Sarah Ford, Senior Procurement Specialist, Corporate Procurement Unit
– Sarah.Ford@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 23rd November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Contract Award: New Build Housing Design and Build, Gallowhill West, Paisley (RC-CPU-22-345)

1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Works Contract for New Build Housing Design and Build, Gallowhill West, Paisley, (RC-CPU-22-345) ("Contract") to McTaggart Construction Limited.
- 1.2 The recommendation to award the Contract follows a procurement exercise conducted as a Mini-Competition under Lot 5 (Development of 41 units and over) of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18).
- 1.3 A Contract Strategy was approved by the Strategic Commercial and Procurement Manager on 2nd June 2023 and the Head of Housing Services on 5th June 2023.
-

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 New Build Housing & Design, Gallowhill West, Paisley reference RC-CPU-22-345 to McTaggart Construction Limited following a Mini-Competition under Lot 5 (Developments of 41 units and over) of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18), subject to a suitable offer of Scottish Government Affordable Housing Grant funding;
- (b) Authorise a Contract Sum of £13,721,921.34 excluding VAT;
- (c) Authorise a Contract Period of 30 months. The Date of Possession of the Site is 11th December 2023, with the Date for Completion of the Works 10th June 2026. Any changes to these dates will be confirmed in the Council's Letter of Acceptance.
- (d) Note the award of this Contract requires the provision of the Sub Consultant/Contractor Collateral Warranty as indicated within the tender documentation.

3. **Background**

3.1 The aim of the Contract is to provide high quality new build housing for social rent within the Gallowhill West area of Paisley. The Contract will be compliant with the Scottish Government affordable housing grant criteria. The development of the new build houses will be supported by the Scottish Government affordable housing Grant Funding and the Council's Housing Revenue Account.

3.2 Renfrewshire Council seeks to appoint a Design and Build Contractor to carry out the full design and construction of a residential development in Gallowhill consisting of 65 units. The site for this residential development is Montgomery Road, Gallowhill West, Paisley. The appointed Contractor will be responsible for the Design and Build of 45 houses, 4 bungalows and 16 cottage flats, with associated landscaping and fencing.

- 3.3 Scotland Excel has a New Build Residential Construction Framework Agreement (Reference 15-18) (“Framework”) that has been in place since 26th August 2019. The Framework has a Lot specific to the development of 41 units and over (Lot 5). This procurement exercise was conducted as a mini competition under this Framework.
- 3.4 In accordance with the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18), the Council invited all 6 contractors appointed to Lot 5 Development of 41 Units and over to participate in the Mini Competition for the required Design and Build works via the Public Contracts Scotland – Tender Portal (PCS-T) on 5th June 2023.
- 3.5 By the closing date set for the return of electronic tender submissions, 12 noon, 14th July 2023, three contractors submitted a tender response to the mini competition with one contractor declining to respond and two contractors providing no response.
- 3.6 During the evaluation period two Contractors withdrew from the tender process.
- 3.7 The remaining Tender Submission was considered against a test of the effectiveness of the Invitation to Tender exercise and the Tender Submission proposals received. The remaining Tender Submission continues to meet the requirements of the Single Procurement Document (SPD) they completed when applying for a place on the Framework.
- 3.8 The one Tender Submissions was evaluated against the Award Criteria of 55% Quality and 45% Price.
- 3.9 The scores relative to the Award Criteria for this Tender Submission is noted below:

		Quality (55%)	Price (45%)	Total (100%)
1	McTaggart Construction Limited	51.35%	45.00%	96.35%

- 3.10 Following the tender evaluation in accordance with the criteria set out in the procurement documents, the bid received by McTaggart Construction Limited was within the Council's set budget and was therefore deemed to be value for money.

- 3.11 The costs for this project will be partly met by grant funding from the Scottish Government (as provided for in Renfrewshire's Strategic Housing Investment Plan 2023/24 – 2028/29) and draft Local Housing Strategy Plan 2023/24 – 2028/29) and partly from the Council's Housing Revenue Account Capital Investment Plan. The minimum benchmark grant is based on the proposed number of bedspaces and is £6,243,158.00. The Council has applied for additional grant funding, based on the construction cost and the rental income. The Scottish Government is carrying out an appraisal and it is anticipated the grant awarded will be above the minimum benchmark grant. A contract will only be awarded if officers determine that the grant is sufficient in line with the business plan.
- 3.12 The Terms and Conditions being utilised are SBCC Design and Build Building Contract (SBC/DB/Scot) 2011 Edition supplemented by the Employer's Amendments.
- 3.13 Mandatory Community Benefits were included as a condition of this Contract which McTaggart Construction Limited confirmed they would adhere to. The commitment was to deliver fourteen Employment Opportunities. The mandated Community Benefits are detailed below:

Mandated Community Benefits	
Job for an unemployed individual from a Priority Group	5
Job for an unemployed individual	4
Modern Apprenticeship	3
Graduate Opportunity	2

- 3.14 In addition to the Mandatory Community Benefits requested, Evaluated Community Benefits were requested and McTaggart Construction Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training) and preferably from an identified priority group.	15
Work Experience Placement for an individual aged 14+ years of age (and currently in full-time education) and preferably from an identified priority group.	5
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Tenderer Employee working on this contract • New Supply Chain Employee working on this contract 	5

Industry Awareness Events <ul style="list-style-type: none"> • Schools • Invest in Renfrewshire – Employability • Further Education 	6
Industry Skill Transfer to Schools.	2
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	5
Event to promote supply chain opportunities	3
Financial Support for a Social Enterprise within Renfrewshire	2
Non-financial support for a Social Enterprise within Renfrewshire	1
Financial Support for a Community Project/Group. i.e. for other community initiatives which meet Renfrewshire Council community policies/strategies	1
Non-financial support for a Community Project/Group i.e. for other community initiatives which meet Renfrewshire Council community policies/strategies	1

Implications of the Report

1. **Financial** – The cost of this contract will be met by the Housing Revenue Account (HRA) and Grant, which is detailed as follows;

Grant Funding (minimum)	£6,243,158.00
Housing Revenue Account (HRA) (maximum)	£7,478,763.34

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**
 - Ensuring Renfrewshire has the supply of green, high-quality cross-tenure homes in the right places to meet current and future demand.

- 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.

- **Economy**

- Linking opportunities to 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 with the opportunities available in Renfrewshire.

- **Fair**

- Reducing inequalities in Renfrewshire

- **Green**

- Working across partners and communities to deliver the priority areas highlighted in our Plan for Net Zero, working towards a net zero Renfrewshire by 2030.
- Integrating climate considerations into our long-term strategic planning as an organisation.

- **Living Our Values**

- Delivering Best Value for our citizens and customers

4. **Legal** – The Procurement of this Contract was conducted in accordance with the requirements for a Mini Competition under Lot 5 of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18) and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets** – This Contract will ensure that the Council fulfils its investment in the area as part of the Council's New Build Housing Programme:

- Renfrewshire's Draft Local Housing Strategy 2022-2027, and
- Renfrewshire's Strategic Housing Investment Plan 2022 – 2027.

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. 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** – McTaggart Construction Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's 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** – McTaggart Construction Limited insurances have been assessed and evaluated to confirm that they meet the requirements regarding insurance risk.

Procurement conducted three separate mini competition tender processes using the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18) and McTaggart Construction Limited is the recommended tenderer for all three projects. As each programme starts concurrently, the recommended Tenderer's available resources and capacity to undertake all three projects at the same time has been assessed as part of each procurement exercise. McTaggart Construction Limited satisfied the Council with the response received.

11. **Privacy Impact** – No Privacy Impact implications have arisen 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 with mitigations set out below:

Climate Change Adaption:

- Communities Scotland Sustainable Housing Design Guide
- RIBA Embodies Carbon 2025 targets – requires operational energy to be half the level of Building Regulations compliance (60kWh/m2/y).
- Design includes photovoltaic panels

Waste and Efficient Resource Consumption:

- Homes will be designed to ensure reduced waste to Aspect Gold standard.

Hazard materials/ emissions:

- Specification states paint used to be water based.

Bio-security Enhancement:

- The specification includes Swift Bricks, Bat Bricks and Bee Bricks.
- An eco-study will be carried out on site to monitor the wildlife and plant-life for protected species prior to build.
- Trees to be planted after build to promote plant and insect life.

Water Consumption:

- The specification states that housing is to be built to Aspect Gold Level 4 for Water use efficiency.

List of Background Papers

(a) None

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Contract Award: New Build Housing Design and Build, Carbrook Street, Paisley (RC-CPU-22-349)

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 New Build Housing Design and Build, Carbrook Street, Paisley, (RC-CPU-22-349) to McTaggart Construction Limited.
 - 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted as a Mini-Competition under Lot 3 (Development of 16-25 Units) of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18).
 - 1.3 A Contract Strategy was approved by the Strategic Commercial and Procurement Manager on 2 June 2023 and the Head of Housing Services on 5 June 2023.
-

2. **Recommendations**

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

- i) Authorise the Head of Corporate Governance to award a contract, subject to a suitable offer of grant funding, for New Build Housing & Design, Carbrook Street, Paisley reference RC-CPU-22-349 to McTaggart Construction Limited following a Mini-Competition under Lot 3 (Development of 16-25 Units) of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18);
- ii) Authorise a Contract Sum of £4,387,821.24 excluding VAT;
- iii) Authorise a Contract Period of 74 weeks (with 40 weeks for design and 34 weeks for construction). The Date of Possession of the Site is 11 December 2023, with the Date for Completion of the Works being 12 May 2025. Any changes to these dates will be confirmed in the Council's Letter of Acceptance.
- iv) Note the award of this Contract requires the provision of the Sub Consultant/Contractor Collateral Warranty as indicated within the tender documentation.

3. **Background**

- 3.1 The objective of the Contract is to provide high quality new build housing for social rent following the Housing-led Regeneration and Renewal Programme for Renfrewshire approved by the Council on 17 December 2020 with funding from the Housing Revenue Account.
- 3.2 Renfrewshire Council seeks to appoint a Design and Build Contractor to carry out the full design and construction of a residential development at Carbrook Street, Paisley consisting of 18 units. The site for this residential development is Carbrook Street, Paisley, PA1 2NW. The appointed Contractor will be responsible for the Design and Build of 13 cottage flats and 5 houses with associated landscaping and fencing.
- 3.3 Scotland Excel has a New Build Residential Construction Framework Agreement (Reference 15-18) ("Framework") that has been in place since 26 August 2019. The Framework has a lot specific to the development of 16-25 units (Lot 3). This procurement exercise was conducted as a mini competition under this Framework.
- 3.4 The Council invited all five contractors appointed to Lot 3 (Development of 16-25 Units) to participate in the mini-competition for the required Design and Build works via the Public Contracts Scotland – Tender Portal (PCS-T) on 8 June 2023.

- 3.5 By the closing date set for the return of electronic tender submissions, 12 noon, 18 July 2023, three Contractors submitted a tender response, and two Contractors did not reply.
- 3.6 During the tender evaluation period two Contractors withdrew from the tender process.
- 3.7 The remaining one tender submission continues to meet the requirements of the Single Procurement Document (SPD) completed when that contractor applied for a place on the Framework.
- 3.8 The one tender submission was evaluated against the award criteria weighting of 55% Quality and 45% Price.
- 3.9 The scores relative to the award criteria for the one tender submission are noted below;

		Quality (55%)	Price (45%)	Total (100%)
1	McTaggart Construction Limited	51.35%	45.00%	96.35%

- 3.10 Following the tender evaluation in accordance with the criteria set out in the procurement documents, the bid received by McTaggart Construction Limited was within the Council's set budget and was therefore deemed to be value for money.
- 3.11 The costs for this project will be partly met by grant funding from the Scottish Government (as provided for in Renfrewshire's Strategic Housing Investment Plan 2023/24 – 2028/29 and draft Local Housing Strategy Plan 2023/24 - 2028/29) and partly from the Council's Housing Revenue Account Capital Investment Plan.
- 3.12 The minimum benchmark grant is based on the proposed number of bedspaces and is £1,777,968, as noted in the Financial Implications section. The Council has applied for additional grant funding, based on the construction cost and the rental income. The Scottish Government is carrying out an appraisal and it is anticipated the grant awarded will be above the minimum benchmark grant. A contract will only be awarded if officers determine that the grant is sufficient in line with the business plan.
- 3.13 The Terms and Conditions being utilised are SBCC Design and Build Contract (SBC/DB/Scot) 2011 Edition supplemented by the Building Employer's Amendments.

- 3.14 Mandatory Community Benefits were included as a condition of this Contract which McTaggart Construction Limited confirmed they would adhere to. The commitment was to deliver five Employment Opportunities. The mandated Community Benefits are detailed below:

Mandated Community Benefits	
Job for an unemployed individual from a Priority Group	2
Job for an unemployed individual	2
Modern Apprenticeship	1

- 3.15 In addition to the Mandatory Community Benefits requested, Evaluated Community Benefits were requested and McTaggart Construction Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training) and preferably from an identified priority group.	8
Work Experience Placement for an individual aged 14+ years of age (and currently in full-time education) and preferably from an identified priority group.	2
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Tenderer Employee working on this contract • New Supply Chain Employee working on this contract 	2
Industry Awareness Events <ul style="list-style-type: none"> • Schools • Invest in Renfrewshire – Employability • Further Education 	4
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	4
Event to promote supply chain opportunities	2
Financial Support for a Social Enterprise within Renfrewshire	1

Implications of the Report

1. **Financial** – The cost of this Contract is £4,387,821.24 excluding VAT and it will be funded as follows:

Grant funding (minimum)	£1,777,968.00
Housing Revenue Account (HRA) capital (maximum)	£2,609,853.24

2. **HR & Organisational Development** – None arising directly from this report.

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**
 - Ensuring Renfrewshire has the supply of green, high-quality cross-tenure homes in the right places to meet current and future demand.
 - 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.
- **Economy**
 - Linking opportunities to 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 with the opportunities available in Renfrewshire.

- **Fair**
 - Reducing inequalities in Renfrewshire
 - **Green**
 - Working across partners and communities to deliver the priority areas highlighted in our Plan for Net Zero, working towards a net zero Renfrewshire by 2030.
 - Integrating climate considerations into our long-term strategic planning as an organisation.
 - **Living Our Values**
 - Delivering Best Value for our citizens and customers
4. **Legal** – The Procurement of this Contract was conducted in accordance with the requirements for a Mini-Competition under Lot 3 of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18) and the Council’s Standing Orders Relating to Contracts 22 June 2023.
 5. **Property/Assets** – This Contract will ensure that the Council fulfils its investment in the area as part of the;
 - Renfrewshire’s Draft Local Housing Strategy 2022-2027, and
 - Renfrewshire’s Strategic Housing Investment Plan 2022-2027.
 6. **Information Technology** – None arising directly 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. 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** – McTaggart Construction Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council’s 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** – McTaggart Construction Limited insurances have been assessed and evaluated to confirm that they meet the requirements regarding insurance risk.

Procurement conducted three separate mini competition tender processes using the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18) and McTaggart is the recommended tenderer for all three projects. As each programme starts concurrently, the recommended Tenderer's available resources and capacity to undertake all three projects at the same time has been assessed as part of each procurement exercise. McTaggart Construction Limited satisfied the Council with the response received.

11. **Privacy Impact** – None arising directly from this report.

12. **Cosla Policy Position** – None arising directly from this report.

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 with mitigations set out below:

Climate Change Adaption:

- Communities Scotland Sustainable Housing Design Guide
- RIBA Embodies Carbon 2025 targets – requires operational energy to be half the level of Building Regulations compliance (60kWh/m²/y).
- Design includes photovoltaic panels

Waste and Efficient Resource Consumption:

- Homes will be designed to ensure reduced waste to Aspect Gold standard.

Hazard materials/ emissions:

- Specification states paint used to be water based.

Bio-security Enhancement:

- The specification includes Swift Bricks, Bat Bricks and Bee Bricks.
- An eco-study will be carried out on site to monitor the wildlife and plant-life for protected species prior to build.
- Trees to be planted after build to promote plant and insect life.

Water Consumption:

- The specification states that housing is to be built to Aspect Gold Level 4 for Water use efficiency.

List of Background Papers

- (a) Report to Council on 17 December 2020 titled "Housing-led Regeneration and Renewal Programme for Renfrewshire".
- (b) Report to the Communities, Housing and Planning Policy Board on 18 January 2022 titled "Housing-led Regeneration and Renewal Programme".
- (c) Report to the Communities, Housing and Planning Policy Board on 15 March 2022 titled "Draft Renfrewshire Local Housing Strategy 2022-2027."

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources and the Director of Environment, Housing and Infrastructure

Heading: Contract Award: New Build Housing Design and Build, Howwood Road, Johnstone (RC-CPU-22-347)

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 New Build Housing Design and Build, Howwood Road, Johnstone, (RC-CPU-22-347) to McTaggart Construction Limited.
 - 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted as a Mini-Competition under Lot 5 (Development of 41 Units and over) of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18).
 - 1.3 A Contract Strategy was approved by the Strategic Commercial and Procurement Manager on 2 June 2023 and the Head of Housing Services on 5 June 2023.
-

2. **Recommendations**

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

- i) Authorises the Head of Corporate Governance to award a contract, subject to a suitable offer of grant funding, for New Build Housing & Design, Howwood Road, Johnstone reference RC-CPU-22-347 to McTaggart Construction Limited following a Mini-Competition under Lot 5 (Development of 41 Units and over) of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 1518);
 - ii) Authorises a Contract Sum of £14,249,611.93 excluding VAT;
 - iii) Authorises a Contract Period of 136 weeks (with 40 weeks for design and 96 weeks for construction). The Date of Possession of the Site is 11 December 2023, with the Date for Completion of the Works being 20 July 2026. Any changes to these dates will be confirmed in the Council's Letter of Acceptance.
 - iv) Notes that the award of this Contract requires the provision of the Sub Consultant/Contractor Collateral Warranty as indicated within the tender documentation.
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3. Background

- 3.1 The objective of the Contract is to provide high quality new build housing for social rent following the Housing-led Regeneration and Renewal Programme for Renfrewshire approved by the Council on 17th December 2020 with funding from the Housing Revenue Account.
- 3.2 Renfrewshire Council seeks to appoint a Design and Build Contractor to carry out the full design and construction of a residential development at Howwood Road, Johnstone consisting of 70 units. The site for this residential development is Howwood Road, Johnstone. The appointed Contractor will be responsible for the Design and Build of the units consisting of 50 houses, 8 bungalows and 12 cottage flats, along with associated landscaping and fencing
- 3.3 Scotland Excel has a New Build Residential Construction Framework Agreement (Reference 15-18) ("Framework") that has been in place since 26 August 2019. The Framework has a Lot specific to the development of 41 units and over (Lot 5). This Framework was identified as a suitable framework agreement to use for this Contract. This procurement exercise was conducted as a mini competition under this Framework.
- 3.4 The Council invited all 6 Contractors appointed to Lot 5 (Development of 41 Units and over) to participate in the Mini Competition for the required Design and Build works via the Public Contracts Scotland – Tender Portal (PCS-T) on 8 June 2023.

- 3.5 By the closing date set for the return of electronic tender submissions, 12 noon, 20 July 2023, three Contractors submitted a tender response with one Contractor declining to respond and two Contractors providing no response.
- 3.6 The three tender submissions continue to meet the requirements of the Single Procurement Document (SPD) they completed when applying for a place on the Framework.
- 3.7 The three tender submissions received were each evaluated against the award criteria weighting of 55% Quality and 45% Price
- 3.8 During the evaluation period one contractor withdrew from the tender process.
- 3.9 The scores relative to the Award Criteria for the two remaining tender submissions are noted below:

		Quality (55%)	Price (45%)	Total (100%)
1	McTaggart Construction Limited	51.35%	44.00%	95.35%
2	CCG (Scotland) Limited	46.10%	45.00%	91.10%

- 3.10 The evaluation of tender submissions received identified that the tender submission by McTaggart Construction Limited was the most economically advantageous tender.
- 3.11 The costs for this contract will be partly met by grant funding from the Scottish Government (as provided for in Renfrewshire's Strategic Housing Investment Plan 2023/24 – 2028/29 and draft Local Housing Strategy Plan 2023/24 - 2028/29) and partly from the Council's Housing Revenue Account Capital Investment Plan.
- 3.12 The minimum benchmark grant is based on the proposed number of bedspaces and is £6,738,832, as noted in the Financial Implications section. The Council has applied for additional grant funding, based on the construction cost and the rental income. The Scottish Government is carrying out an appraisal and it is anticipated the grant awarded will be above the minimum benchmark grant. A contract will only be awarded if officers determine that the grant is sufficient in line with the business plan.
- 3.13 The Terms and Conditions being utilised are SBCC Design and Build Building Contract (SBC/DB/Scot) 2011 Edition supplemented by the Employer's Amendments.

- 3.14 Mandatory Community Benefits were included as a condition of this contract, which McTaggart Construction Limited confirmed they would adhere to. The commitment was to deliver fourteen Employment Opportunities. The mandated Community Benefits are detailed below:

	Mandated Community Benefits	
3.15	Job for an unemployed individual from a Priority Group	5
	Job for an unemployed individual	4
	Modern Apprenticeship	3
	Graduate Opportunity	2

In addition to the Mandatory Community Benefits requested, Evaluated Community Benefits were requested and McTaggart Construction Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training) and preferably from an identified priority group.	15
Work Experience Placement for an individual aged 14+ years of age (and currently in full-time education) and preferably from an identified priority group.	5
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Tenderer Employee working on this contract • New Supply Chain Employee working on this contract 	5
Industry Awareness Events <ul style="list-style-type: none"> • Schools • Invest in Renfrewshire – Employability • Further Education 	6
Industry Skill Transfer to Schools.	2
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	5
Event to promote supply chain opportunities	3
Financial Support for a Social Enterprise within Renfrewshire	2
Non-financial support for a Social Enterprise within Renfrewshire	1
Financial Support for a Community Project/Group.	1

i.e. for other community initiatives which meet Renfrewshire Council community policies/strategies	
Non-financial support for a Community Project/Group i.e. for other community initiatives which meet Renfrewshire Council community policies/strategies	1

Implications of the Report

1. **Financial** – The cost of this contract is £14,249,611.93 excluding VAT, and will be funded as follows:

Grant funding (minimum)	£6,738,832.00
Housing Revenue Account (HRA) capital (maximum)	£7,510,779.93

2. **HR & Organisational Development** – None directly arising from this report.

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**
 - Ensuring Renfrewshire has the supply of green, high-quality cross-tenure homes in the right places to meet current and future demand.
 - 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.
- **Economy**
 - Linking opportunities to 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 with the opportunities available in Renfrewshire.
- **Fair**
 - Reducing inequalities in Renfrewshire

- **Green**
 - Working across partners and communities to deliver the priority areas highlighted in our Plan for Net Zero, working towards a net zero Renfrewshire by 2030.
 - Integrating climate considerations into our long-term strategic planning as an organisation.
 -
 - **Living Our Values**
 - Delivering Best Value for our citizens and customers
4. **Legal** – The Procurement of this Contract was conducted in accordance with the requirements for a Mini-Competition under Lot 5 of the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18) and the Council’s Standing Orders Relating to Contracts 22 June 2023.
 5. **Property/Assets** – This Contract will ensure that the Council fulfils its investment in the area as part of the;
 - Renfrewshire’s Draft Local Housing Strategy 2022-2027, and
 - Renfrewshire’s Strategic Housing Investment Plan 2022-2027
 6. **Information Technology** – None directly 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. 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** – McTaggart Construction Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council’s 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** – McTaggart Construction Limited insurances have been assessed and evaluated to confirm that they meet the requirements regarding insurance risk.

Procurement conducted three separate mini competition tender processes using the Scotland Excel New Build Residential Construction Framework Agreement (Reference 15-18) and McTaggart is the recommended tenderer for all three projects. As each programme starts concurrently, the recommended Tenderer's available resources and capacity to undertake all three projects at the same time has been assessed as part of each procurement exercise. McTaggart Construction Limited satisfied the Council with the response received.

11. **Privacy Impact** – None directly arising from this report.
12. **Cosla Policy Position** – None directly arising from this report.
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 with mitigations set out below:

Climate Change Adaption:

- Communities Scotland Sustainable Housing Design Guide
- RIBA Embodies Carbon 2025 targets – requires operational energy to be half the level of Building Regulations compliance (60kWh/m²/y).
- Design includes photovoltaic panels

Waste and Efficient Resource Consumption:

- Homes will be designed to ensure reduced waste to Aspect Gold standard.

Hazard materials/ emissions:

- Specification states paint used to be water based.

Bio-security Enhancement:

- The specification includes Swift Bricks, Bat Bricks and Bee Bricks.
- An eco-study will be carried out on site to monitor the wildlife and plant-life for protected species prior to build.
- Trees to be planted after build to promote plant and insect life.

Water Consumption:

- The specification states that housing is to be built to Aspect Gold Level 4 for Water use efficiency.

List of Background Papers

- (a) Report to Council on 17 December 2020 titled "Housing-led Regeneration and Renewal Programme for Renfrewshire".
- (b) Report to the Communities, Housing and Planning Policy Board on 18 January 2022 titled "Housing-led Regeneration and Renewal Programme".
- (c) Report to the Communities, Housing and Planning Policy Board of 15 March 2022 titled "Draft Renfrewshire Local Housing Strategy 2022-2027."

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: The Director of Finance and Resources, the Director of Environment, Housing and Infrastructure and the Chief Officer of the Health & Social Care Partnership

Heading: Contract Awards: Adaptation and Small Repair Service (RC-CPU-21-231);

Contract 1: Renfrewshire Council – Adaptation related service

Contract 3: Renfrewshire Council – Small repair/handyperson service

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award two contracts for Adaptation and Small Repair Service (RC-CPU-21-231) to Bridgewater Housing Association Limited as follows;

Contract 1: Renfrewshire Council – Adaptation related service

Contract 3: Renfrewshire Council – Small repair/handyperson service

- 1.2 The recommendation to award these two contracts follows a procurement exercise for four related and similar Contracts, conducted by Renfrewshire Council, as the Lead Council in collaboration with East Renfrewshire Council. This procurement exercise has been conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts 22 June 2023 for an above Government Procurement Agreement (GPA) Threshold Open Procedure relating to a Services contract.

- 1.3 A Contract Strategy for these requirements was approved by 30 November 2022. An amendment to the Contract strategy was approved by 17 August 2023.
- 1.4 A Minute of Agreement in respect of this collaboration was entered into between Renfrewshire Council and East Renfrewshire Council on 13 October 2023.
-

2. Recommendations

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

- (a) Authorises the Head of Corporate Governance to award two contracts for an Adaptation and Small Repair Service (RC-CPU-21-231) to Bridgewater Housing Association Limited to Renfrewshire Council as follows;

Contract 1; Renfrewshire Council – Adaptation related service

Contract 3; Renfrewshire Council - Small repair/ handyperson service

- (b) Authorises a Contract Value to Renfrewshire Council of £693,144 (excluding VAT) as follows:

Contract	Value
Contract 1 - Renfrewshire Council Adaptation related service	£423,144
Contract 3 – Renfrewshire Council – Small repair/handyperson service	£270,000
TOTAL	£693,144

- (c) Authorises contract periods for the Renfrewshire Council contracts (Contract 1 and Contract 3) of one year with the option to extend each of the two contracts for up to 12 months on two separate occasions to a total Contract period of three years. The two contracts are anticipated to commence on 1 April 2024, the actual date of commencement for each of the two contracts will be stated in the Council's Letter of Acceptance.
- (d) Notes the award of the Renfrewshire Council contracts (Contract 1 and Contract 3) require a Data Processor Agreement as indicated within the tender documentation.

- (e) Notes the award of these contracts is subject to the approval of the evidence received to confirm that the required insurance levels are in place prior to the award of the contracts, as indicated within the tender documentation.
-

3. Background

- 3.1 From April 2009, under regulations in The Housing (Scotland) Act 2006, Local Authorities have had a duty to provide financial assistance to owner occupiers with a disability to enable the owner occupier to have adaptations carried out to their home to support and make them more accessible. The Duty applies where individual owner occupier's needs have been assessed, and the Council has deemed it a priority for those owner occupier's needs to be met and, after assessment adaptations are agreed as the best way to meet these needs. The financial assistance for these adaptation from the Council is offered through grants.
- 3.2 Renfrewshire Council ("the Council") presently provides support and assistance to eligible owner occupiers and private landlords who are deemed eligible for grant assistance, to apply for grants and to provide appropriate support to assist them in having the necessary adaption works carried out in an acceptable and cost-effective manner.
- 3.3 Additionally Renfrewshire Council provides a Small Repairs Service, including a Handyperson Service, for owner occupiers, private landlord tenants and local authority Registered Social Landlords (Handyperson service only). This provides support to carry out minor repairs and assistance to eligible individuals.
- 3.4 These services are currently provided to both Renfrewshire Council and East Renfrewshire Council, under a collaborative contract, with Bridgewater Housing Association Limited, which ends on 31 March 2024.
- 3.5 The following two contracts are for East Renfrewshire Council;
- Contract 2: East Renfrewshire Council – Adaptation related service
 - Contract 4: East Renfrewshire Council – Small repair/handyperson service

It has been agreed that Renfrewshire Council will make the contract award on behalf of East Renfrewshire Council to conclude the procurement exercise.

- 3.6 There is a continuing requirement for the adaptation and small repair services. Both Renfrewshire Council and East Renfrewshire Council collaborated in this procurement exercise for Adaptation related services and small repairs services. One procurement exercise was conducted by Renfrewshire Council as the Lead Council in a collaboration with East Renfrewshire Council for four distinct Contracts.
- 3.7 To initiate this procurement process, a Contract Notice was published on Find a Tender Service via the Public Contracts Scotland advertising portal on 18 August 2023 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date.
- 3.8 During the live tender period, ten organisations expressed an interest in this Invitation to Tender. By the closing date set for the return of electronic tender submissions, 12 noon on 26 September 2023, one organisation submitted a tender response tendering for all 4 contracts, three declined to respond and six provided no response.
- 3.9 The one tender submission was evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (Scotland) (SPD (Scotland)), covering all four Contracts, by representatives from East Renfrewshire Council and the following Renfrewshire Council Services: Environment, Housing & Infrastructure, the Corporate Procurement Unit, Health and Social Care Partnership, and Corporate Health & Safety.
- 3.10 The one tender submission received complied with the minimum selection criteria of the SPD (Scotland).
- 3.11 The one tender submission was evaluated against the published Award Criteria which was based on a weighting of 45% Technical and 55% Commercial for each of the four contracts.
- 3.12 For the purposes of the technical evaluation, the total of the Technical Scores for each of the four Contracts was added together to achieve an Overall Total of the Technical Scores.
- 3.13 For the purpose of the commercial evaluation, the total of the Prices for each of the four Contracts was added together to achieve a Tender Total of the Prices for year 1.
- 3.14 The scores relative to the Award Criteria for the one tender submission for 45% Technical and 55% Commercial are noted below;

	Technical (45%)	Commercial (55%)	Total (100%)
Bridgewater Housing Association Limited	30.18%	55.00%	85.18%

- 3.15 Following the tender evaluation in accordance with the criteria set out in the procurement documents, the tender submission received by Bridgewater Housing Association Limited for the Renfrewshire Council Contracts (Contracts 1 and 3) is within the Council's set budget and was therefore deemed to be value for money.
- 3.16 The Terms and Conditions being utilised for these contracts are NEC3 Professional Services Short Contract and the 'Z' clauses contained herein for Contracts 1 and 2 and NEC3 Terms Service Short Contract (April 2013) and the 'Z' clauses contained herein for Contracts 3 and 4.
- 3.17 The cost of the Renfrewshire Council Contracts will be met by a combination of revenue, capital and reserve funding.
- 3.18 Community Benefits were required and Bridgewater Housing Association Limited confirmed that the following Community Benefits would be made available to Renfrewshire Council for the four Contracts:

Community Benefit Description	No of People / Activity
Industry Awareness Events	1
Industry transfer to schools	1

Implications of the Report

- Financial** – The total cost of these contract requirements for Renfrewshire Council only is £693,144 (excluding VAT) and will be met from existing revenue and capital budgets as well as ring-fenced reserves.
- HR & Organisational Development** – None arising directly from this report..
- 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 enhance wellbeing across communities.
 - **Economy**
 - Linking opportunities to enhance economic benefits for Renfrewshire.
 - Supporting people into Fair Work.
 - **Fair**
 - Reducing inequalities in Renfrewshire
 - **Green**
 - Integrating climate considerations into our long-term strategic planning as an organisation.
 - **Living Our Values**
 - Delivering Best Value for our citizens and customers
4. **Legal** – The Procurement of these contracts was carried out in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts 22 June 2023.
5. **Property/Assets** – The delivery of these contracts will ensure that an adaptations and small repairs service is delivered to meet the requirements of the;
- Renfrewshire's Environment, Housing and Infrastructure Services – Service Improvement Plan 2023-2026, and
 - Renfrewshire's Health and Social Care Partnership IJB's Strategic Plan 2022-2025
6. **Information Technology** – None arising directly 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.

f 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** – Bridgewater Housing Association 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 following two contracts are for East Renfrewshire Council;
 - Contract 2: East Renfrewshire Council – Adaptation related service
 - Contract 4: East Renfrewshire Council – Small repair/handyperson service

It has been agreed that Renfrewshire Council will make the Contract award for East Renfrewshire Council to conclude the procurement exercise;

The Minute of Agreement in respect of collaboration between Renfrewshire Council and East Renfrewshire Council will require to be updated due to the recent change in management within the procurement function.
10. **Risk** – Bridgewater Housing Association Limited has formally committed to the required insurance levels being in place prior to the award of the two contracts. The award of each contract is subject to approval of the evidence received.
11. **Privacy Impact** – Data Processor Agreements will be in place for the *service period* for both Councils. These will cover the Data Protection elements of the contracts.
12. **Cosla Policy Position** – None arising directly from this report.
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. Bridgewater Housing Association Limited will;
 - Implement and maintain a structured Environmental Management System based on continual improvement and regular review this to ensure that it remains relevant to operations and compliant with Regulations.

- Use 1 fully electric vehicle (zero emissions) for the delivery of the small repair service.
- Ensure material wastage is kept to a minimum as far as is reasonably practicable.
- Ensure recycling of materials is promoted in every possible way.
- Ensure water and energy are conserved as far as is reasonably practicable.

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

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

Heading: Paisley Museum Reimagined: Audio Visual & Information
Communication Technology Systems Integration Contract
Contract Reference: RC-CPU-23-013

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 Supply Contract for Paisley Museum Reimagined: Audio Visual & Information Communication Technology Systems Integration Contract (RC-CPU-23-013) to Heritage Interactive Ltd.
 - 1.2 The recommendation to award the Contract follows a procurement exercise conducted using the Open Procedure in accordance with the Council's Standing Orders Relating to Contracts and the Public Contract (Scotland) Regulations 2015 for an above Threshold Supply Contract.
 - 1.3 A contract strategy was approved by the Strategic Commercial & Procurement Manager and the Programme Director City Deal and Infrastructure in August 2023.
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2. **Recommendations**

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

- i) Award the Contract for Paisley Museum Reimagined: Audio Visual & Information Communication Technology Systems Integration Contract (RC-CPU-23-013) to Heritage Interactive Ltd.
 - ii) Authorise the total price of £419,861.10 excluding VAT as submitted by Heritage Interactive Ltd in their Tender Submission, and a 5% contingency.
 - iii) Note Heritage Interactive Ltd are required to obtain the appropriate level of Professional Indemnity insurance prior to commencement of the Contract.
 - iv) Note that it is anticipated that the Contract will commence 18 December 2023 or on the date confirmed in the Letter of Acceptance. It is anticipated the Contractor will deliver and install the equipment in phases commencing from 4 March 2024 to complete delivery and install by 8 October 2024. Exact dates for delivery and installation will be agreed with Contractor subject to completion of the Paisley Museum Re-imagined main works contract and the programme for Exhibition Fit-Out Contract.
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3. Background

- 3.1 As part of the Paisley Museum Re-imagined (PMR) Project, Renfrewshire Council seeks to appoint a competent and suitably experienced Contractor to supply, deliver, install and integrate audio visual and information communication technology systems (AV/ICT Systems) in the Paisley Museum.
- 3.2 The aim of the Paisley Museum Re-Imagined Project (PMR) is to create a visitor experience of international quality, through the redevelopment of Paisley Museum. This is the signature project of Paisley's regeneration which tells the inspirational stories of Paisley, its heritage and its pattern.
- 3.3 The transformation of the Museum is underpinned by a series of high-level strategic aims that will turn it into a:
 - Leading European Museum, telling the story of Paisley as a pattern and as a town.
 - Visitor destination, drawing its audience from Scotland, UK and overseas.
 - Platforming institution for learning, skills development, innovation and research.
 - Community resource at the heart of Paisley's local life.

- 3.4 The AV/ICT systems to be provided at Paisley Museum comprise high standard video, audio, lighting, and interactive elements that combine to deliver an exemplary visitor experience, within the context of a long established municipal museum.
- 3.5 A contract notice for this tender was dispatched to Find a Tender Service via Public Contract Scotland advertising portal on 8 September 2023 and the tender documentation was made available or downloading from Public Contract Scotland – Tender platform on the same date.
- 3.6 During the tendering live period, 29 organisations expressed an interest in the Contract. By the closing date set for return of electronic tenders of 12 noon on Tuesday 10 October 2023, 6 organisations (tenderers) had submitted a response. Of the original 29, 12 did not respond and 11 declined to respond.
- 3.7 Of the six tender submissions received, each contained a completed Single Procurement Document (Scotland) (SPD (Scotland)) as required by the Invitation to Tender and these were evaluated against the pre-determined set of criteria in the SPD (Scotland) by Douglas Bolton trading as DBAV, representatives from Renfrewshire Leisure Limited t/a OneRen and the following Council services: Chief Executives Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.
- 3.8 All six tender submissions confirmed they met the requirements of the SPD and progressed to evaluation against the published award criteria of 60% Quality / 40% Price.
- 3.9 The scores relative to the award criteria for the six tenderers are noted below:

	Price (40%)	Quality (60%)	Total (100%)
Heritage Interactive Ltd	40.00%	46.50%	86.50%
Sysco Productions Ltd	35.72%	50.50%	86.22%
Creative Technology Limited	36.98%	42.50%	79.48%
D J Willrich Limited	32.23%	46.25%	78.48%
Electrosonic Limited	34.37%	43.75%	78.12%
Blue Elephant (UK) Limited	28.65%	35.00%	63.65%

- 3.10 The evaluation of tender submissions received identified that the submission by Heritage Interactive Ltd was the most economically advantageous tender.
- 3.11 Community Benefits were requested as part of the procurement and Heritage Interactive Ltd have committed to deliver the following Community Benefits:

Community Benefit	No of People/ Activity
Financial Support for a Community Project/Group	1
Non-financial support for a Community Project/Group	1

Implications of the Report

1. **Financial** – The costs will be £419,861.10 excluding VAT and will be met from within the existing AV provision in the capital project budget.
2. **HR & Organisational Development** – None arising directly from this report.
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
 - **Reshaping our place, our economy, and our future**
 - Delivering improvement to Paisley's cultural assets
 - **Creating a sustainable Renfrewshire for all to enjoy**
 - Keeping local places clean and attractive
4. **Legal** – The Procurement of this Supply Contract has been conducted, in accordance with the Council's Standing Orders Relating to Contracts June 2023 and Public Contract (Scotland) Regulations 2015.
5. **Property/Assets** – The AV equipment will be added to the Council's asset register.
6. **Information Technology** – None arising directly 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.
8. **Health & Safety** – Heritage Interactive Ltd's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Heritage Interactive Ltd insurances have been assessed to confirm that they meet the requirements regarding insurance risk.

Heritage Interactive Ltd has the necessary insurances, except Professional Indemnity (PI) insurance to the level required. They have committed to obtain the required PI insurance prior to commencement of the Contract.

11. **Privacy Impact** – None arising directly from this report.
12. **Cosla Policy Position** – None arising directly from this report.
13. **Climate Risk** – The Scottish Government Sustainability was carried out as part of the strategy for this procurement. The impact is considered low risk however a non-scored question was included in the tender and Heritage Interactive Ltd confirmed they:
 - Take steps to minimise waste generated on-site
 - Have appropriate arrangements in place for the removal of excess packaging and materials from site and recycle where possible including electrical products through secure waste disposal partners.

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Chief Executive and Director of Finance and Resources

Heading: Contract Authorisation Report for Business Gateway Workshops and Expert Help Services (RC-CPU-23-102)

1. Summary

- 1.1 The purpose of this report is to seek the formal approval of the Finance, Resources and Customer Services Policy Board to award a contract for Business Gateway Workshops and Expert Help Services.
 - 1.2 The recommendation to award a contract follows an open procedure for an above-threshold Government Procurement Agreement (GPA) procurement exercise, which was conducted in accordance with Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts.
 - 1.3 The contract strategy was approved by the Head of Economy and Development Services, and the Category Manager on 23 August 2023.
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2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorises the Head of Corporate Governance to award the contract for Business Gateway Workshops and Expert Services to Inspirent Ltd;

- 2.2 The contract will be for a period of two years. It is envisaged that the Contract will commence on 1 January 2024; however, the actual Commencement Date will be confirmed within the Council's Letter of Acceptance;
 - 2.3 The contract value for the two-year period will not exceed £196,000 excluding VAT.
 - 2.4 A Data Processor Agreement (DPA) was included in the tender and will require to be signed by Inspirent Ltd prior to delivery of the service.
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3. **Background**

- 3.1 Renfrewshire Council is seeking to procure a service provider, with the competence and capability to deliver a package of services to support the delivery of start-up and growth Business Gateway Services in Renfrewshire.

These services may include: Start Up, Business Base and Specialist Workshops, Surgeries and Expert Help consultations for growing businesses in areas such as Marketing, Finance, Innovation, Energy Efficiencies and Net Zero, Intellectual Property, Business Strategy, Procurement, Business Planning, Digital, Tourism, Exporting, Skills and Human Resource Management.

- 3.2 The Contract Notice was dispatched via the Public Contracts Scotland advertising portal on 23 August 2023 and, as the contract is funded through the UK Shared Prosperity Fund, the contract notice was published on the Official Journal of the European Union (OJEU) on 25 August 2023 with a tender submission deadline of 12 noon on 26 September 2023.
- 3.3 During the tendering period, 15 organisations expressed an interest in the tender opportunity with three tender submission responses submitted by the tender submission deadline. Four organisations gave the following reason for declining to respond: 'Not aligned with our core business'.
- 3.4 Tenderers were required to complete a Single Procurement Document (SPD) (Scotland) to be submitted with their tender submission. All three tender submissions were evaluated against a pre-determined set of criteria in the form of the SPD (Scotland) by representatives from the following Council services: Corporate Procurement Unit, Economic Development, Risk Management and Health and Safety.
- 3.5 All three tender submissions received complied with the minimum selection criteria of the SPD (Scotland). The tender submissions were each evaluated against the Award Criteria of 60% Quality and 40% Price.

- 3.6 The scores relative to the Award Criteria for each of the three tenderers are noted below:

Tenderer	Quality (60%)	Price (40%)	Total Score
Inspirent Ltd	57.75%	37.68%	95.43%
CJM Project Financial Management Ltd	48.75%	40.00%	88.75%
Enterprise North East Trust Limited	49.25%	38.90%	88.15%

- 3.7 The evaluation of the tender submissions received identified that the submission by Inspirent Ltd was the most economically advantageous tender.

- 3.8 Community Benefits were requested as part of the procurement process and Inspirent Ltd advised within their tender submission that the following Community Benefits would be made available to the Council during the Contract:

- 2 x Work Experience Placement for an individual 16+ years of age (who is not currently in employment, education or training) and preferably from an identified priority group.
 - 2 x Work Experience Placement for an individual aged 14+ years of age (and currently in full-time education) and preferably from an identified priority group.
 - 2 x Industry Awareness Events
 - 2 x Financial Support for a Community Project/Group, i.e. for other community initiatives that meet Renfrewshire Council community policies / strategies.
-

Implications of the Report

1. **Financial** – The financial status of Inspirent Ltd was assessed by undertaking a Dun and Bradstreet credit assessment, which confirmed that Inspirent Ltd satisfies the Council's requirements in relation to financial stability.

The contract value for the two-year period will not exceed £196,000 excluding VAT and is funded by the UK Shared Prosperity Fund.

2. **HR & Organisational Development** – None arising from this report.

3. **Community/Council Planning** –

- Our Renfrewshire is thriving – the services being delivered are within Renfrewshire area and will deliver support to local business within Renfrewshire.
- Our Renfrewshire is fair - Tenderers were assessed within this procurement process with regard to their approach to ensuring fair working practices throughout their organisation and paying the living wage.
- Reshaping our place, our economy and our future - Services delivered under this contract offers specialist workshops and expert help that will encourage growth in the Renfrewshire area and help people in Renfrewshire build and develop their business.
- Working together to improve outcomes – The services delivered helps to improve business within Renfrewshire.

4. **Legal** – This procurement was carried out in accordance with the Public Contracts (Scotland) Regulations 2015 for an above Threshold Services Contract and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets** – None arising from this report.

6. **Information Technology** – Cyber Security was evaluated and Inspirent Ltd has confirmed that they have achieved Cyber Essential Accreditation.

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** – Inspirent Ltd health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – This 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** – Inspirent Ltd insurances were assessed and evaluated by Corporate Risk and met the minimum requirements regarding insurable risk.
11. **Privacy Impact** – Following discussion with the Council's Information Governance team, a Data Processor Agreement (DPA) was included in the tender and will require to be signed by Inspirent Ltd prior to delivery of the service.
12. **Cosla Policy Position** – None arising from this report.
13. **Climate Change** – The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and no climate change implications were noted as part of this Contract.

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To: Finance, Resources and Customer Services Policy Board

On: 23 November 2023

Report by: Director of Finance and Resources

Heading: Corporate Procurement Strategy 2023 – 2025

1. **Summary**

- 1.1 The Procurement Reform (Scotland) Act 2014 requires that any public sector body which expects to have significant procurement expenditure in the next financial year must, before the start of that year:
- a) prepare a procurement strategy setting out how the authority intends to carry out regulated procurements; or
 - b) review its procurement strategy for the current financial year and make such revisions to it as the authority considers appropriate.
- 1.2 In accordance with this statutory requirement, Renfrewshire Council published its Corporate Procurement Strategy in 2020 to cover the period April 2020 to March 2023.
- 1.3 The Corporate Procurement Strategy sets out the strategic context within which the Council is operating and highlights the key priorities for the Procurement team, to ensure that they can support the Council to deliver its strategic goals and objectives.

- 1.4 This updated Corporate Procurement Strategy 2023-2025 aligns to the goals and objectives set out in the Council Plan and to the ambitions of Renfrewshire's Economic Strategy, and recognises the need to address wider social policy through procurement.
-

2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- a) approves the Corporate Procurement Strategy for 2023 – 2025; and
 - b) notes that in accordance with legislation, this strategy will be subject to annual review and updated as appropriate.
-

3. **Background**

- 3.1 Section 15 of the Procurement Reform (Scotland) Act requires that any public sector body with an annual regulated procurement spend of £5million per annum or more publishes a Procurement Strategy.
- 3.2 Regulated procurements are contracts with values of £50,000 and above for goods and services and of £2million and above for works.
- 3.3 The Scottish Government guidance for the preparation of a procurement strategy confirms that:
- “A procurement strategy allows a contracting authority to set out how it intends to ensure that its procurement activity delivers value for money and contributes to the achievement of the authority's broader aims and objectives, in line with Scotland's National Outcomes.”*
- 3.4 Section 18 of the Procurement Reform (Scotland) Act requires public sector bodies who publish procurement strategies to also publish an Annual Report which provides an update on performance in terms of the actions set out in the procurement strategy. Both the Procurement Strategy and the Annual Procurement Report are published on Renfrewshire Council's website.

- 3.5 Appendix 1 to this report contains the Procurement Strategy for Renfrewshire Council for 2023- 2025. It demonstrates how procurement in Renfrewshire will play a fundamental role in supporting the delivery of the Council's strategic objectives.
- 3.6 Sustainable Procurement is a central theme that runs throughout the Procurement Strategy. The Sustainable Procurement Strategy set out in Appendix 2 of the Procurement Strategy seeks to set clear goals and objectives for the Council's Corporate Procurement team, to enable them to actively contribute to Renfrewshire Council's ambitions to tackle inequality and the climate emergency, and to enable sustainable and inclusive growth.
-

Implications of the Report

1. **Financial** - None arising from this report.
2. **HR & Organisational Development** – None arising from this report.
3. **Community/Council Planning** – Renfrewshire Council's Procurement Strategy aligns to each one of the five Strategic Outcomes established in the Council Plan, setting out goals and actions for the corporate Procurement team to support the delivery of these Strategic Outcomes.
4. **Legal** – The Procurement Strategy is published in accordance with the requirements of Section 15 of the Procurement Reform (Scotland) Act 2014.
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 for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – None arising from this report.
9. **Procurement** – The Procurement Strategy is published in accordance with the requirements of Section 15 of the Procurement Reform (Scotland) Act 2014.
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.

List of Background Papers: None

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Procurement Strategy

2023/24 to 2025/26

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1. Statutory Duty

Section 15 of the Procurement Reform (Scotland) Act 2014 sets out the requirements for public contract authorities with “significant” spend to “prepare a procurement strategy setting out how the authority intends to carry out regulated procurements”. Subsection 15(5) confirms that the procurement strategy must, in particular:

- a) set out how the authority intends to ensure that its regulated procurements will:
 - 1. contribute to the carrying out of its functions and the achievement of its purposes,
 - 2. deliver value for money, and
 - 3. be carried out in compliance with its duties under section 8,
- b) include a statement of the authority’s general policy on:
 - 1. the use of community benefit requirements,
 - 2. consulting and engaging with those affected by its procurements,
 - 3. the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements,
 - 4. promoting compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974 (c.37) and any provision made under that Act, and
 - 5. the procurement of fairly and ethically traded goods and services,
- c) include a statement of the authority’s general policy on how it intends its approach to regulated procurements involving the provision of food to:
 - 1. improve the health, wellbeing and education of communities in the authority’s area, and
 - 2. promote the highest standards of animal welfare,
- d) set out how the authority intends to ensure that, so far as reasonably practicable, the following payments are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented:
 - 1. payments due by the authority to a contractor,
 - 2. payments due by a contractor to a sub-contractor,
 - 3. payments due by a sub-contractor to a sub-contractor,

- e) address such other matters as the Scottish Ministers may by order specify.

This Procurement Strategy will address the requirements of the Procurement Reform (Scotland) Act 2014 and set out our strategic vision for procurement in Renfrewshire Council.

Note: in subsection (5)(b)(iii), a “living wage” means remuneration which is sufficient to ensure an acceptable standard of living.

2. The Local Context - Renfrewshire

Renfrewshire is an area with a deep history, a strong community, and significant economic potential. These strengths need to be used to combat growing inequalities within attainment, employment, poverty, and health. We need to ensure that economic growth benefits all areas of Renfrewshire.

The financial challenges facing this council are significant. Over the 3-year period from 2023/24 to 2025/26, the council needs to reduce costs by a minimum of £10m each year to remain in financial balance.

These funding challenges must be considered in light of other issues, such as climate change, the economic impact of Brexit, and the ongoing recovery from the COVID-19 pandemic. Russia's invasion of Ukraine has also had a significant impact on the UK and Renfrewshire's food and fuel supply, amongst other commodities.

Despite this, Renfrewshire has been able to work together with partners in the Glasgow City Region Deal to maximise opportunities for investment and regeneration. Through the City Deal, we have been able to invest in our local manufacturing sector, in new transport links, and in improved cultural facilities.

Renfrewshire has many great assets that can be used to promote growth. Location is one of our greatest strengths – Renfrewshire is well connected both nationally and internationally. This connectivity can be used to transform Renfrewshire and bolster our tourism and cultural sectors.

3. Priorities for Procurement in Renfrewshire Council

The priorities for procurement in Renfrewshire Council are informed by the economic landscape as well as local and national priorities.

1. Renfrewshire Council Landscape and Priorities

Audit Scotland's "Best Value in Scotland" report, published in September 2023 noted the impact of the financial pressures faced by councils in the current economic climate and the need now, more than ever, for councils to ensure that they *secure and demonstrate Best Value*.

The Corporate Procurement Unit (CPU) in Renfrewshire Council has a key role to play in helping the council to deliver Best Value for the people and communities of Renfrewshire, recognising that value for money is a careful balance between the following factors:

- cost
- quality
- delivery of social value
- delivery of supply chain and supplier sustainability and
- effective measures to tackle climate change.

Renfrewshire Council's Plan for 2022 – 2027 sets out the council's vision for Renfrewshire "*Creating a fairer Renfrewshire built on innovation, wellbeing and opportunity*" and identifies five strategic outcomes:

1. **Place** - working together to enhance wellbeing across communities;
2. **Economy** - building an inclusive, green and resilient economy (matching people, skills and opportunities);
3. **Fair** - nurturing bright, happy and healthy futures for all;
4. **Green** - leading Renfrewshire to Net Zero; and
5. **Living our values** – making a difference together.

Supporting delivery of the Council's vision and the five strategic outcomes is a core priority for the procurement team and all procurement activities are executed in line with the relevant outcomes in mind.

2. National Procurement Priorities

This procurement strategy also aligns to the vision of the Public Procurement Strategy for Scotland:

“Putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland”

The objectives of the national strategy closely align to our own core priorities and are reflected in our ambitions for procurement in Renfrewshire Council. The national strategy sets out that public procurement bodies in Scotland should aim to procure in a way that is:

- **Good for Businesses and their Employees** - Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.
- **Good for Places and Communities** - Maximising the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills
- **Good for Society** - Ensure that we are efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.
- **Open and Connected** - Ensure procurement in Scotland is open, transparent, and connected at local, national, and international levels.

The strategy also identifies four key enablers to the success of the strategic aims and objectives of public procurement in Scotland. These enablers are Procurement Capability, Supplier Development, Engagement, and Collaboration.

Procurement Capability emphasises that people are a key resource and building skill and capacity of procurement teams, and individuals, is essential. This means training, development, and retention as well as having effective leadership.

Supplier Development is an enabler as strong supply chains are fundamental to success. Supporting and enabling suppliers to be competitive and access opportunities equally which provides positive outcomes for local communities, businesses, and society as a whole.

Engagement both between public procurers and between procurers and suppliers to ensure a consistent approach with shared tools and processes is imperative to efficient and comprehensive delivery of procurement services.

Collaboration emphasises the strength of working collectively to achieve goals and embed the successful outcomes in our communities, people, and organisations. Consistency across the public sector makes the procurement process more accessible as well as allowing for broad reporting of success across the sector.

The vision, objectives, and enablers from the Public Procurement Strategy for Scotland are embedded into all procurement activities of Renfrewshire Council and the CPU actively works to ensure the key enablers are appropriately used to achieve successful outcomes.

4. Renfrewshire's Economic Strategy

This procurement strategy also recognises the ambitions of Renfrewshire's Economic Strategy and will continue to align with these core objectives throughout.

“Renfrewshire's Economic Strategy 2020-2030 sets out the ambitions and actions to achieve sustained, inclusive growth of the Renfrewshire economy over the next 10 years. Its development has been led by the Renfrewshire Economic Leadership Panel, bringing together leaders from across the private and public sector, enterprise agencies and education and skills experts.”

The Strategic Ambitions of Renfrewshire's Economic Strategy to 2030 are to:

- Add over 9,000 jobs to the economy from our interventions and planned actions;
- Add an additional £400m Gross Value Added (GVA) each year to Renfrewshire's economy;
- Grow the working age population by 5,000 people'
- Reduce economic inactivity by 15% bringing over 3,000 local people into the workforce;
- Reduce by 60% the number of businesses reporting skills gaps / shortages impacting on their performance;
- Grow the Renfrewshire manufacturing sector by 30% (GVA)

Find out more at <http://www.renfrewshire.gov.uk/economicstrategy>

5. Sustainable Procurement

Sustainable Procurement, as defined by ISO 20400: Sustainable Procurement, is “the process of making purchasing decisions that meet an organisation's needs for goods and services in a way that benefits not only the organisation but society as a whole, while minimizing its impact on the environment”.

Procurement is seen as a strategic link to ensure that the spending power of the public sector in Scotland is used to achieve national goals and targets, and there is a push to use the power of procurement to influence outcomes and embed sustainability requirements in public contracts.

On 27 June 2019, Renfrewshire Council declared a climate emergency and pledged to work pro-actively with others to make Renfrewshire carbon neutral by 2030. Procurement

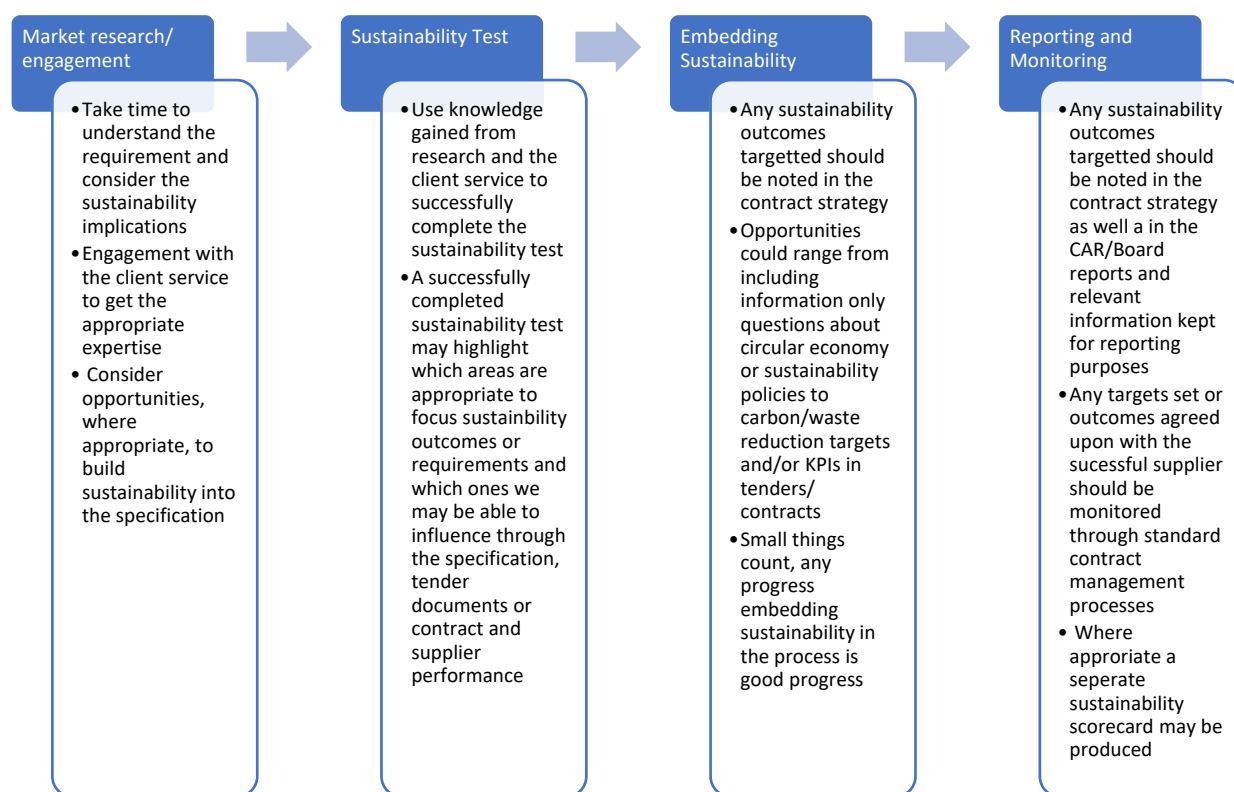
will support this ambition and our drive towards sustainability will be at the heart of our strategic goals and objectives and reflected in our Sustainable Procurement Strategy is contained in Annex 1.

The procedures and actions set out in the strategy have been developed to assist the Council in delivering key strategic objectives and meet a range of sustainable procurement duties and requirements. Where reasonable and proportionate the policies set out in the strategy will apply to all contracts and the goal is that sustainability should be integrated at all stages of the procurement process. The CPU should use the tools provided by Scottish Government and work closely with key stakeholders to ensure that risks are identified, and all opportunities are explored.

Table 1 below summarises the process the CPU will use to embed sustainability in contracts.

Table 1 Process Map for embedding sustainability in Contracts.

6.



Strategy Rationale and Context

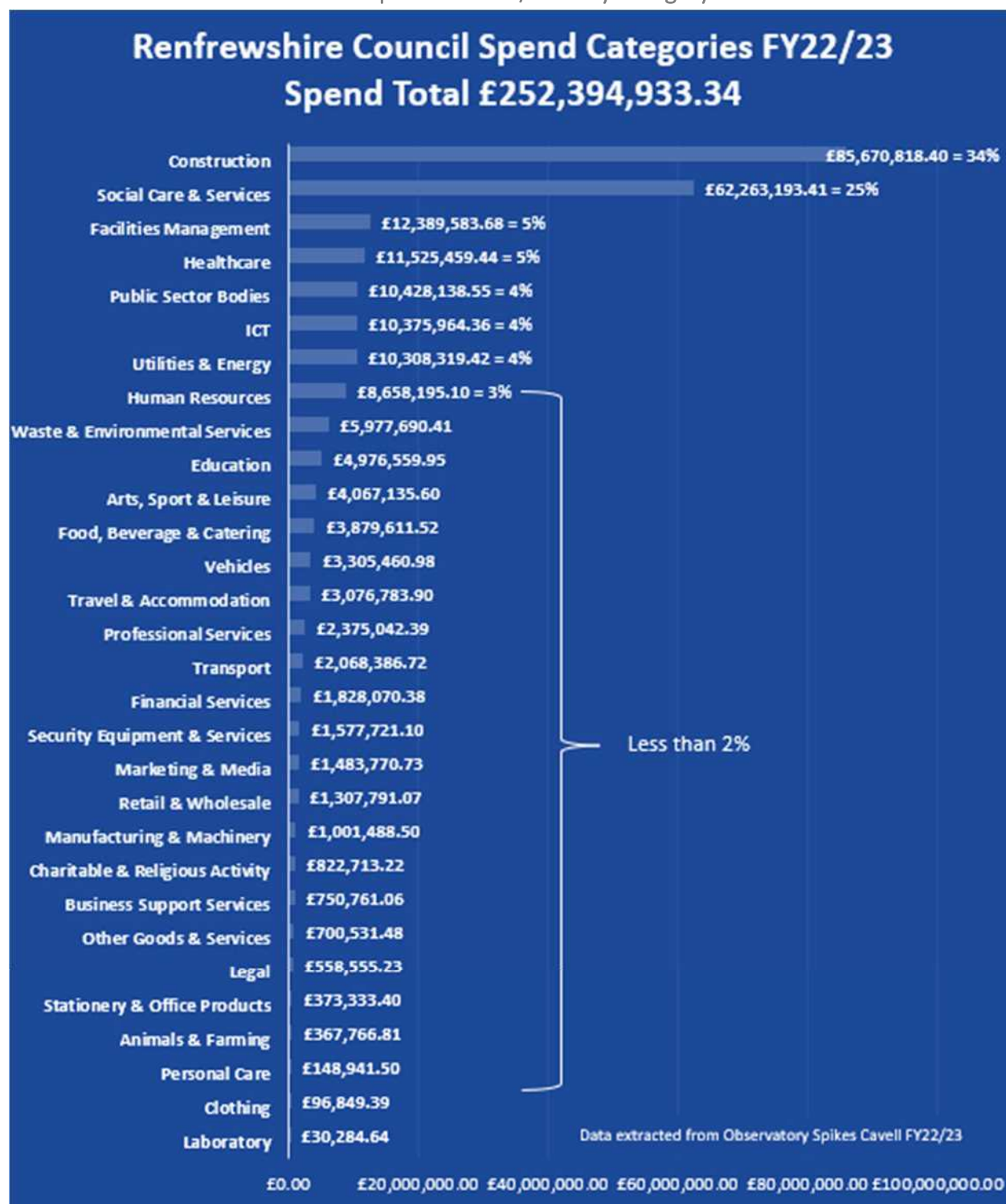
All procurement in Renfrewshire Council is carried out in full accordance with the Councils Standing Orders Relating to Contracts and where relevant value thresholds are met, the requirements of:

- The Public Contracts (Scotland) Regulations 2015; the Concessions Contracts (Scotland) Regulations 2016; the Utilities Contracts (Scotland) Regulations 2016;
- the Procurement Reform (Scotland) Act 2014 and all regulations and guidance made under and in terms of that Act (the “Procurement Reform Rules”); and
- the principles of fairness, equal treatment, non-discrimination, proportionality, and transparency (“the Principles of Procurement”)

Renfrewshire Council spends in the Region of £200-250m per annum on externally purchased goods, works and services. All contracts with a value of £25,000 and above are procured by the Corporate Procurement team and they ensure that all contracts established support the Council in delivery of its statutory functions and delivery of its core objectives and values.

Table 2 below provides a breakdown of the total spend by category area for the financial year 2022/2023.

Table 2 Renfrewshire Council % of Spend FY 2022/2023 by Category



The Corporate Procurement Teams' mission is to ensure that it not only delivers value for money, but that it considers all opportunities to embed social value and sustainability into every procurement. The Sustainable Procurement Duty (Section 9 of the Procurement Reform (Scotland) Act 2014) enables the prioritisation of social, environmental, and economic factors in all of our contracts and provides a strong focus on the importance of evaluating Fair Work criteria in our tenders.

We are committed to Community Wealth Building and are working closely with the council's Economic Development Team to support a programme of initiatives and events which aim to support local businesses and encourage more local suppliers to engage with public sector tendering.

In the financial year 2022/23, 18.3% of the Council's spend was with local enterprises. The national average across Scottish Councils for the same period was 29.9%. This has highlighted an area for improvement and identified a need for Renfrewshire Council to work to increase its spend with local businesses.

Progress with our ambition to increase local spend will be measured annually and reported in the Finance and Resources Service Improvement Plan and the Annual Procurement Report.

7. How Procurement Will Support Delivery of the Key

Key Stats for financial year 2022/23

- Renfrewshire Council spent £253,392,487 via 5,158 external contractors providing Goods, Services and Works.
- Of the total number of suppliers:
 - 1,507 contractors were SMEs (accounting for 50% of the total spend); and
 - 348 were local contractors based within Renfrewshire.
- Local contracts account for £46m in the local economy.
- During the period, 308 community benefits were delivered through Regulated contracts across the following categories:
 - 24 new jobs
 - 19 new apprenticeships
 - 39 Work Experience placements
 - 81 new Qualifications
 - 145 in other categories.

Objectives

PLACE – working together to enhance wellbeing across communities; aligned to National Objective **Good for Places and Communities** - Maximising the impact of procurement

with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills.

Renfrewshire Council is committed to empowering and supporting local people, enriching our communities, and celebrating our rich local heritage. Procurement plays a key role in a wide number of strategic projects to support these goals as well as ensuring local business is supported.

- We will ensure that every procurement strategy considers opportunities to enhance wellbeing for our communities;
- The Sustainability Test will help to identify opportunities for incorporate social, environmental and economic factors into our tenders, maximising opportunity for delivery of community benefits and for incorporating measures to help tackle climate change;
- We will continue to improve engagement with local suppliers, local social enterprises and supported businesses in Renfrewshire to help grow local provider capability and capacity and to promote innovation;
- We will work closely with partners and community representatives to ensure engagement and hear the voice of community groups and the third sector;
- We will support the Regeneration projects, reaching out to the market to encourage new ideas and innovation to maximise value and delivery of sustainable outcomes.

ECONOMY – building an inclusive, green and resilient economy (matching people, skills and opportunities) aligned to National Objective **Good for Businesses and their Employees** - Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.

Renfrewshire Council is dedicated to ensuring a sustainable economic recovery following the COVID-19 pandemic and the local economy remained strong despite the difficulties faced. Procurement is actively involved to ensure inclusive growth of the local economy and support a just transition to a greener economy.

- We will embed community wealth building into our procurement practices to ensure a local-centred approach that redirects wealth back into the local economy and provides opportunities and benefits into the hands of local people;
- We will continue to work closely with the Council's Economic Development service to run supplier engagement sessions for businesses interested in accessing public

sector contracts, seeking ways to remove barriers and increase local business participation in tendering;

- We will support small and medium sized enterprises (SMEs) by ensuring that they are paid by return on receipt of a valid invoice;
- We will pay all other suppliers within 30 days of receipt of a valid invoice, or in full accordance with the appropriate contractual terms where form of contract specifies means of payment;
- We will ensure that all our contracts include clauses which confirm that the contractual payment terms should also be applied to payments due by a contractor to a sub-contractor and relevant supply chains;
- We will encourage payment of the Real Living Wage in all of our tenders, recognising the impact a fair rate of pay can have on tackling in work poverty and boosting the local economy.

FAIR – nurturing bright, happy and healthy futures for all aligned to National Objective **Good for Society** - Ensure that we are efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.

Fairness sits at the heart of all of Renfrewshire Council's activities and procurement has a key part to play in ensuring this is carried into all contracted activities as well.

- We will evaluate Fair Work First criteria in all relevant tenders, taking into account the seven criteria:
 1. appropriate channels for effective voice, such as trade union recognition
 2. investment in workforce development
 3. no inappropriate use of zero hours contracts
 4. action to tackle the gender pay gap and create a more diverse and inclusive workplace
 5. providing fair pay for workers (for example, payment of the real Living Wage
 6. offer flexible and family friendly working practices for all workers from day one of employment
 7. oppose the use of fire and rehire practices
- We will continue to ensure that we promote compliance contractors and sub-contractors with the Health and Safety at Work etc. Act 1974 (c.37) and any provision made under that Act through inclusion of appropriate clauses and use of the Single Procurement Document;

- We will where possible include options for the procurement of fairly and ethically traded goods and services in our tenders;
- We will continue to utilise the framework agreements established by Scotland Excel for the provision of fresh food, frozen food and groceries. Scotland Excel incorporate the goals of ‘Good Food Nation’ within their food frameworks and provide a range of Fairtrade products;
- We will continue to support the Council’s Facilities Management service to ensure that they have access to compliant contracts established to ensure delivery of good quality food to schools and care homes, in compliance with current Regulation and with a focus on reducing health inequalities to help support our objectives to improve the health, wellbeing and education of our children and young people in Renfrewshire.

GREEN – leading Renfrewshire to Net Zero aligns to all 4 National Objectives. In June 2019 Renfrewshire Council declared a climate emergency, and in August 2022 Renfrewshire’s Plan for Net Zero was approved, setting out the commitment to working towards a Net Zero Renfrewshire by 2023.

Procurement is seen as a key enabler nationally to ensure that the spending power of the public sector in Scotland is used to achieve Net Zero targets and therefore the Corporate Procurement team has a key role to play to support the Council’s efforts to tackle climate change.

- We will continue to utilise the Scottish Government’s range of Sustainable Procurement tools, including the Flexible Framework Self-Assessment, Prioritisation Tool, Sustainability Test, Life Cycle Impact Mapping, and eLearning modules where relevant and proportionate;
- We will continue to ensure that all procurement officers are climate literate, as well as regularly conducting training sessions on best practice in terms of sustainability, climate, and the circular economy;
- We will actively support the Council-wide carbon literacy program which ensures all internal stakeholders will be climate literate and allow for effective collaboration around key sustainability risks and opportunities in contracts;
- We continue to introduce the extension of the SPD question 4C.7 - in line with Scottish Government recommendations where proportionate and relevant;
- We will include, where appropriate, our own further sustainability requirements in specifications, scored or “information only” technical questions, and KPIs to capture

information on our tenderers sustainability policies and practices, which will enable more comprehensive monitoring and reporting as well as informing best practice;

- We will set out clear expectations of both internal and external stakeholders to ensure that all stakeholders are aware of relevant responsibilities and commitments to deliver on sustainability requirements and outcomes and maximise the impact of the Sustainable Procurement Duty;
- We will continue to share case studies and details of best practice, policies, and approaches with other procurement bodies to maximise the impact locally, nationally, and beyond.

LIVING OUR VALUES – making a difference together aligned to National Objective **Open and Connected** - Ensure procurement in Scotland is open, transparent, and connected at local, national, and international levels.

Renfrewshire Council is undergoing a period of cross-cutting transformative change to ensure future resilience and continue to deliver key priorities with focus on living our values of: We are fair, We are helpful, We are great collaborators, We value learning.

These values align well with both the principles of procurement and the national objective Open and Connected. Through partnership working and collaboration, procurement contributes to these aims and objectives.

- We will continue to work collaboratively with internal stakeholders to procure in a way that actively contributes to and supports the Council's ambitions, goals, and objectives;
- We will continue to work collaboratively and in partnership with procurement bodies across the public sector to share best practice and lessons learned, driving continuous improvement of procurement activity at local, national, and international levels;
- We will continue to engage with our supply base and work in partnership with our Economic Development department and relevant external stakeholder to provide support and guidance to local businesses and SMEs;
- We will continue to support and enable innovation in line with the requirement of the Sustainable Procurement Duty and to procure innovative solutions to unique and reimaged requirements where relevant.

8. Measuring Success: Monitoring, Reviewing and Reporting on Strategy

The key actions set out in this Corporate Procurement Strategy will be monitored by the Corporate Procurement Manager over the duration of the strategy. Where applicable, some actions may be incorporated into the Finance and Resources Service Improvement Plan, which sets out the main service priorities and outcomes to be achieved over the next three years.

Progress on the Service Improvement Plan is presented every six months to the Finance, Resources and Customer Services Policy Board.

The action plan included in Appendix 1 to this strategy will be included within future Annual Procurement Reports, providing an opportunity to report on the achievement of and compliance with our strategic objectives as well as noting any actions yet to be completed.

9. Strategy Ownership and contact details

The owner of this Corporate Procurement Strategy is:

Christine McCourt, Head of Finance and Procurement.

10. Appendix 1 – Action Plan

Key to owner actions: Corporate Procurement Manager CPM
 Category Manager CM
 Corporate Procurement Unit (Whole Team) CPU (Team)

Description	Input / Action	Owner
Provide strategic leadership on all Procurement matters	<p>To ensure that procurement provide a high performing strategic service to the Council the Corporate Procurement Manager will provide:</p> <ul style="list-style-type: none"> • procurement leadership on all procurement related matters; • representation on Council strategic working groups; and • representation on wider public sector forums. <p>The Corporate Procurement Manager will also ensure that all procurement governance documents are up to date and readily available and accessible for all staff.</p>	CPM
	<p>The Procurement Category Managers will engage closely with client service departments, providing expert input to help the Council deliver its strategic objectives.</p>	CM
Promote procurement best practice	<p>The Corporate Procurement Manager will:</p> <ul style="list-style-type: none"> • Ensure that the whole team have sufficient support, access to training and opportunities to engage in continuous professional development. • Aim to have competency frameworks updated and completed for whole team by 22 December 2023. 	CPM

Description	Input / Action	Owner
	<ul style="list-style-type: none"> Tailor training and development programmes aligned to output from the competency frameworks. <p>The Corporate Procurement Manager and the Procurement Category Managers will actively engage in cross-sector working groups to share knowledge and best practice and support continuous improvement.</p>	CPM / CM
Support the Council to ensure it continues to achieve value for money	The Corporate Procurement Team will continue their robust approach to existing contract and supplier management and work closely with new suppliers as new contracts are awarded to ensure value for money is delivered.	CPU
Work with stakeholders to help achieve budget savings targets and achieve efficiencies;	<p>The Corporate Procurement Manager will implement a strategic approach to managing demand to better understand the rationale behind identified requirements, focusing on need, volume and consumption, from project initiation through the whole life cycle of contracts.</p> <p>Through detailed analysis of management information and spend analysis the Corporate Procurement Team will:</p> <ul style="list-style-type: none"> Identify opportunities to rationalise and consolidate spend to deliver savings; Continue to develop market knowledge and expertise to help ensure that strategic procurement delivers best value solutions; Explore new opportunities for innovation with key suppliers, inviting their input and considering opportunities to achieve mutual goals and efficiencies for the benefit of all. 	<p>CPM</p> <p>CPU</p>

Description	Input / Action	Owner
Ensure the Council explores all opportunities to use its procurement activities to promote its wider policy objectives, including its social, economic and environmental objectives	<p>Corporate Procurement Team will:</p> <ul style="list-style-type: none"> Engage with community partners and key partners within the Council and wider public sector to identify and explore opportunities to promote the Council's social, economic and environmental objectives; Actively promote the inclusion of Community Benefits in all Regulated Procurements and where appropriate and feasible in below threshold procurements; Ensure that all procurements are carried out in accordance with the Council's Sustainable Procurement Strategy and that, where appropriate, the Sustainability Test is embedded into all contract strategies; Evaluate Fair Work First in accordance with legislation and work closely with suppliers and service providers to help support them to support their workforce and encourage them to ensure that all workers delivering services to the Council benefit from Fair Work policies including payment of the Real Living Wage. 	CPM / CPU
Promote ethical procurement and work with our suppliers to ensure that they do not use exploitative labour	<p>The Corporate Procurement Manager and the Procurement Category Managers will:</p> <ul style="list-style-type: none"> Ensure that all tenderers are evaluated in accordance with the requirements of legislation; Ensure that the procurement team receive appropriate training to enable them to support the Council's commitment to the Modern Slavery Charter; 	CPM / CM

Description	Input / Action	Owner
	<ul style="list-style-type: none"> Incorporate supply chain governance into our Contract and Supplier Management processes. 	
Develop and strengthen our approach to risk management	The Corporate Procurement Manager will ensure that appropriate training is provided to the team and continue to maintain strong links with the Council's Risk Manager.	CPM
Engage effectively with stakeholders when developing our strategic commissioning and procurement plans	<p>The Corporate Procurement Manager and the Category Managers will:</p> <ul style="list-style-type: none"> Work in partnership with colleagues to provide a professional service to internal stakeholders; Where possible engage with external partners to ensure that the needs of and anticipated outcomes for service users and the changing needs of our population now and in the future, are fully reflected in our strategy and approach to commissioning. Engage with service providers and market participants to build capacity and capability as well as explore opportunities for improvements to service delivery and opportunities for innovation. 	CPM / CM
Continue to develop and improve the Council's procurement processes and support their effective adoption across the Council	The Corporate Procurement Manager will work closely with partners to ensure a compliant, innovative, inclusive approach is taken to procurement, which fully embraces the fundamental principles of non-discrimination, transparency and proportionality.	CPM
Ensure that the Enterprise Resource Planning (ERP) system, Business World, strengthens procurement	<p>The Corporate Procurement Team will:</p> <ul style="list-style-type: none"> Interrogate spend information to identify opportunities to achieve efficiencies and target savings; 	CPU

Description	Input / Action	Owner
processes and delivers efficiencies across the Council;	<ul style="list-style-type: none"> • Implement no PO no Pay policy to strengthen practice and improve compliance; • Work closely with Council colleagues to improve ordering / invoicing procedures to help support our ambition to pay all suppliers within 30 days from date of receipt of valid invoice; • Report to CMT on compliance, highlighting opportunities to improve practice and achieve further efficiencies. 	
Support the development and growth of local SME's, third sector, social entrepreneurs and supported business	<p>Procurement will support the Economic Development team to lead the Community Benefits Forum and participate as a member.</p> <p>The procurement team, will work closely with local and national business representatives and actively engage with third sector and community partners as well as Economic Development to explore opportunities for developing and growing our local SME's, third sector organisations and supported businesses.</p>	CPU
Ensure the Council meets the requirements of the procurement Regulations and the fundamental principles of non-discrimination, transparency and proportionality and actively seek to utilise the new flexibilities introduced to introduce innovative procurement approaches	<p>The Corporate Procurement Manager and the Corporate Procurement Team will:</p> <ul style="list-style-type: none"> • Ensure that all procurements are conducted in full accordance with legislation; • Ensure that the Single Procurement Document is used for all procurements, including where appropriate and proportionate, under £50,000 procurements; • Continue to use standardised processes and procedures aligned to the Scottish Government Procurement Journey, ensuring good governance and due diligence at all key milestones; 	CPM CM CPU

Description	Input / Action	Owner
that can support the Council to achieve its objectives.	<ul style="list-style-type: none"> • Utilise the Public Contracts Scotland Suppliers Portal to advertise all forthcoming opportunities and invite supplier engagement, stimulating pre contract dialogue and promoting innovative thinking; • Maximise the opportunities offered by the procurement Regulations and subsequent guidance to consider the benefits and opportunities associated with each new contract to seek the most efficient, effective and sustainable solution. 	

11. Appendix 2 - Sustainable Procurement Strategy



Sustainable Procurement Strategy 2023-2026

Appendix 2 - Sustainable Procurement Strategy

1. Introduction

Sustainable Procurement, as defined by ISO 20400: Sustainable Procurement, is “the process of making purchasing decisions that meet an organisation’s needs for goods and services in a way that benefits not only the organisation, but society as a whole, while minimising its impact on the environment”.

Procurement is seen as a strategic link to ensure that the spending power of the public sector in Scotland is used to achieve national goals and targets, and there is a push to use the power of procurement to influence outcomes and embed sustainability requirements in public contracts. This has led to a number of recent changes in procurement policy and guidance. Scottish procurement regulations are being updated to fully embed requirements into the procurement process that address all three pillars of sustainability: social, economic, and environmental.

This strategy document sets out Renfrewshire Council’s commitments in regard to Sustainable Procurement, including the policy context for these commitments on both a national and local level. It will outline proposed and upcoming developments to further these commitments; how they are created in partnership with relevant stakeholders; and how outcomes will be monitored, reported, and refined where necessary.

The procedures and actions set out in this document have been developed to assist the Council in delivering key strategic objectives and meet a range of duties and requirements, expanding on the Council’s Procurement Strategy. Where reasonable and proportionate, these policies will apply to all contracts, and the goal is that sustainability should be integrated at all stages of the procurement process.

2. National Policy Context

The Scottish Government’s National Performance Framework outlines a number of ambitious National Outcomes, three of which have a specific relevance to sustainable procurement:

- Fair Work and business: We have thriving and innovative businesses with quality jobs and fair work for everyone
- Economy: We have a globally competitive, entrepreneurial, inclusive, and sustainable economy
- Environment: We value, enjoy, protect, and enhance our environment

Appendix 2 - Sustainable Procurement Strategy



In recent years there has been an emphasis on the role of procurement in achieving these sustainability outcomes, most prominently from the Sustainable Procurement Duty outlined in Procurement Reform (Scotland) Act 2014. Other relevant sustainability legislation includes:

- Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012
- Fairer Scotland Duty, (Equality Act Part 1)
- Waste (Scotland) Regulations 2012
- Climate Change (Scotland) Act 2009 and The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015
- Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
- The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020

In April 2023, the first ever Public Procurement Strategy for Scotland was published. The strategy is owned by the Public Procurement Group (PPG), who set the strategic vision and direction of public procurement, and it provides clear vision and direction for public

Appendix 2 - Sustainable Procurement Strategy

procurement in Scotland. The strategy sets out four overarching aims, informed by the outcomes outlined in the Sustainable Procurement Duty. Public procurement in Scotland should aim to procure in a way that is:

- **Good for Businesses and their Employees** - Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.
- **Good for Places and Communities** - Maximising the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills.
- **Good for Society** - Ensure that we are efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.
- **Open and Connected** - Ensure procurement in Scotland is open, transparent, and connected at local, national, and international levels.

It is these aims that we, in Renfrewshire, use to inform our policy, practice, and future plans for sustainable procurement. Aligning to national goals allows for streamlined monitoring, refinement, and practice sharing of sustainable procurement activity, which ultimately will contribute to the overall goal of a sustainable Renfrewshire.

3. Renfrewshire Policy Context

In June 2019, Renfrewshire Council declared a climate emergency and our Plan for Net Zero was approved in August 2022, which sets out the commitment to working towards a Net Zero Renfrewshire by 2030. The Council also has a key focus on sustainable economic and social recovery, which is highlighted in the Renfrewshire Council Plan 2022-2027 and Renfrewshire's Community Plan 2022-2027– especially in light of the COVID-19 pandemic and the move to a 'new normal' period of recovery.

As such, in addition to national priorities, Renfrewshire has its own goals and targets. Our new Council Plan (2022-2027) focuses on five key themes:

- Place – working together to enhance wellbeing across communities
- Economy – building an inclusive, green, and resilient economy
- Fair – nurturing bright, happy, and healthy futures for all
- Green – leading Renfrewshire to Net Zero
- Living our values – making a difference together

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The Corporate Procurement Unit (CPU) will support the Council's objectives by ensuring that the procurement for works, goods, and services maximises the opportunities to deliver sustainable outcomes and ensure Best Value. This means not only embedding sustainability requirements into the tender process to ensure sustainability but also enabling a just transition by working with stakeholders and internal services.

Ensuring that support is provided to local businesses and Small and Medium sized Enterprises (SMEs), including key support around sustainability requirements, so they remain competitive in the market is key to a just transition to a greener future.

Fair Work and Community Benefit requirements have broad focus, including tackling poverty and inequality, supporting disadvantaged communities, contributing to the Council's Net Zero goal, and achieving other relevant related targets.

4. Expectations of Our Stakeholders

In order to successfully deliver on outcomes and requirements and maximise the impact of the Sustainable Procurement Duty, the CPU needs full buy-in and support from stakeholders at all levels, both internal and external. By setting out the clear expectations here all stakeholders are made aware of their own responsibilities and commitments in this process.

4.1 Internal Stakeholders

- We will use all the appropriate tools and processes to embed sustainability into our contracts, at proportionate and relevant levels to the specific contract/commodity. This includes Fair Work and Community Benefit requirements, using the Sustainability Test, and collaborating with the relevant service area to ensure relevant requirements are embedded into the tender documentation.
- We will challenge budget holders and our client services to take the hierarchy approach to buying and in the first instance re-consider whether the purchase is needed, whether needs can be satisfied by refurbishing existing assets or buying refurbished assets, or by leasing or some other scheme that ensures life beyond end of initial use.
- We will require client services to engage with procurement and ensure that they utilise their expertise to assist and identify sustainability requirements that can be built into tenders e.g., carbon reduction, recycled material content requirements, waste reduction targets, as well as what innovative solutions may be available in the market.

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4.2 External Stakeholders

- Renfrewshire Council has set a target of working towards Net Zero by 2030, we therefore expect our suppliers to taking meaningful and active steps to support us in achieving this target. Where appropriate and practical we will structure our tenders and selection process to ensure we are entering into agreements with suppliers that share our vision for a circular, whole life approach to goods and services with minimal negative environmental, social, and ethical impacts.
- We will require our suppliers to support the Council's aims to reduce the impact of carbon emissions from our supply chains, including, where reasonable and proportionate, having clear and verifiable plans and actions to reduce carbon emissions in place.
- We will require our suppliers to commit to the seven dimensions of Fair Work as set out by the Fair Work Convention and target the same level of commitment throughout the supply chain.
- We will require our suppliers, where proportionate, to commit to Community Benefit requirements and demonstrate their commitment to enrich the community in which they work, or provide a service through employment, skills and training, or other social, economic, or environmental outcomes.

5. Climate Emergency

5.1 Current Practice

As previously mentioned, the climate emergency is a key priority not just for Renfrewshire Council but also nationally. It is therefore important that our procurement practices and policies wholeheartedly support the goal of working towards a Net Zero Renfrewshire and significantly reducing carbon emissions.

The Corporate Procurement Unit (CPU) uses the Scottish Government's Sustainable Procurement Tools to address sustainability in relevant contracts. All CPU officers have completed the Climate Literacy e-learning from these tools and outwith the team, the Council is rolling out a Carbon Literacy training programme for Senior Leadership in a train-the-trainer model, to ensure carbon literacy Council-wide. This allows for effective collaboration with key stakeholders to ensure sustainability risks are identified and opportunities explored.

A Sustainability Test is completed for all relevant contracts and this, combined with the expertise from the service, helps to identify social, economic, and environmental factors that must be considered throughout the entire procurement process. These identified

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risks and opportunities can then help inform outcomes to build into the tender process, such as carbon reduction or waste management requirements. These can also then form KPIs at the contract management stage, to track progress against sustainability outcomes and feed into reporting requirements.

Additionally, from April 2023 the CPU has introduced the extension of Single Procurement Document (SPD) question 4C.7 in line with Scottish Government recommendations. This involves the requirement for tenderers for **Priority** or **Relevant** contracts to submit a Bidder Climate Change Plan (see Annex A for templates). The contract requirement as well as the results of the Sustainability Test will help establish whether a contract is **Relevant Contract** in line with the climate change priorities of our organisation. **Priority Contracts** will be those that are deemed Relevant that also have a value of £4 million or more.

5.2 Future Opportunities

The Council's procurement procedures are constantly reviewed and updated as policy and best practice is updated and consultation with our stakeholders take place. The next steps for procurement are a shift towards a circular procurement model, which takes a hierarchical approach to buying, as well as expanding the collation and monitoring of data on sustainability contracts.

The CPU will work to upskill knowledge in the area of circular procurement and build the confidence necessary to actively challenge the client on not only what they are buying, but also how they are buying, and exploring innovative and alternative solutions such as buying refurbished instead of new or using lease/hire/product as a service models that promote a more circular approach.

In addition, the CPU will ensure compliance with requirements to introduce SPD question 4C.7 in line with the milestone approach set out by the Scottish Government. The Council's tender process will also be updated to include, where appropriate, a non-scored sustainability questionnaire and/or other relevant "information only" questions to capture data on tenderer's sustainability policies and practices. This will enable more comprehensive information for monitoring and reporting purposes and inform best practice.

6. Socio-economic Sustainability

6.1 Current Practice

Sustainable Economic recovery is a key priority of Renfrewshire Council, especially as we adapt to a new normal following the COVID-19 pandemic and weather the current cost-of-

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living crisis. Procurement contributes to economic sustainability through a number of channels.

Procurement is actively involved in and supports the Community Wealth Building (CWB) work that goes on within the Council, in partnership with Economic Development. This CWB approach to local economic development helps to ensure inclusive growth of the local economy and supports a just transition to a greener economy by providing support and guidance to local businesses and SMEs, including support in tendering for work with the Council.

Fair Work is a key element of sustainability supported by Procurement. The Fair Work First principles are imbedded into the tender process through the Council's Fair Work First Question, which asks suppliers to demonstrate their commitment to fair work in line with the seven dimensions of fair work as set out by the Scottish Government. This ensures that all work being done for and on behalf of the Council supports fair treatment of all workers involved not just direct employees.

6.2 Future Opportunities

The next steps for procurement here are to continue to support CWB work being done within the Council and to ensure that procedures surrounding fair work are kept up to date and in line with best practice, with particular focus on any emerging guidance on how best to monitor the compliance with fair work commitments post-contract award.

The Council's CWB work is constantly being developed and refined. The Procurement team is actively involved in facilitating this and ensuring that local businesses are supported through the tender process as tender requirements change and evolve to have more sustainability requirements, such as carbon baselines and carbon/waste reduction targets as Renfrewshire, and Scotland as a whole, moves towards Net Zero.

Fair Work First was recently embedded into the statutory guidance for the Procurement Reform (Scotland) Act 2014 and whilst Renfrewshire is currently in line with best practice in this regard there is still opportunities to review and refine this approach, especially in terms of monitoring compliance. Renfrewshire is committed to working with stakeholders and suppliers to consult on this issue and to ensure that all workers across our supply chains are being treated fairly.

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7. Community Benefits

Community Benefits (CBs) are a legal requirement of the Sustainable Procurement Duty and an integral part of sustainable procurement in Renfrewshire. Community Benefits can encompass all three pillars of sustainability, and deliver tangible outcomes to benefit the communities in which contracted works are taking place.

Community Benefits are targeted in all of Renfrewshire Council's contracts over £50,000 and a relevant and proportionate approach is taken based on a number of different factors, such as value and contract duration. For all contracts, even if no benefits are requested, there is an option for tenderers to offer voluntary community benefits.

Renfrewshire Council takes a points-based approach to Community Benefits where contracts are allocated a number of CB points and suppliers select CBs from our outcomes menu that are equal to (or greater than) the value allocated to the contract. These CBs cover outcomes such as employment, skills and training, supply chain development, and community engagement.

Renfrewshire Council's Community Benefit process is supported by the members of the Community Benefit Forum. The forum is a key source of stakeholder consultation as well as helps enable the delivery of benefits. The Forum includes representatives from internal services in the Council such as Economic Development and Education/Children's Services, and also external partners, such as Engage Renfrewshire and Developing the Young Workforce.

8. Communication, Monitoring, and Reporting

8.1 Communication and Engagement

Stakeholder engagement and consultation is key to successful development and implementation of any policies or practices and Renfrewshire Council is committed to engaging with relevant stakeholders at all stages of the procurement process. Examples of current methods of stakeholder engagement and consultation include:

- Supplier development workshops
- Supply market analysis
- Pre-Tender market engagement
- The Community Benefit Forum
- Consultation with both internal and external specialists

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- Contract Authorisation from Corporate Procurement Manager / Finance, Resources and Customer Services Policy Board
- Post-Tender briefing, for both successful and unsuccessful suppliers

8.2 Monitoring and Reporting

As previously mentioned, public sector procurement is a highly regulated environment. The monitoring and reporting of general procurement operations as well as of contributions to sustainability outcomes takes a variety of forms:

- The Annual Procurement Report that is submitted to the Scottish Government is the main reporting requirement that is produced annually. As well as detailing general procurement outcomes, the report also includes summaries of Community Benefit outcomes and other sustainability gains made through procurement.
- The Public Bodies Climate Change Reporting Duty is a legal requirement of local governments and has a procurement section to which the CPU contributes when the report is being produced.
- The Procurement & Commercial Improvement Programme (PCIP) assessment of procurement performance; in the 2023 round of evaluations this will include a 'climate change' question for the first time.

All of this reporting ensures that we are compliant with legal requirements and government guidance, but also allows us to identify areas where improvements and progress can be made.

9. Summary

Renfrewshire Council is committed to delivering sustainable procurement outcomes for all three pillars of sustainability: economic, environmental, and social. The actions and approaches detailed above will be progressed and adopted to help deliver on local and national directives through the power of procurement, firmly embedding sustainability in public spend in Renfrewshire.

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ANNEX A

Bidder 'Priority Contract' Climate Change Plan Template

Supplier name:

Publication date:

Background

This procurement exercise has been identified as relating to a 'priority' climate change area. We therefore require bidders to use this form to provide evidence that they have an understanding of the climate impacts of their organisation, including:

- their organisation's carbon emission sources
- their organisation's Scope 1 and Scope 2 carbon emissions
- Scope 1 and Scope 2 emission reduction targets that align with the Scottish Government target of net zero carbon emissions nationally by 2045
- Planned actions for carbon footprint reduction

Please use this form to supply information about your organisation's **calculated Scope 1 and Scope 2 carbon emissions**, your **Scope 1 and Scope 2 emission reduction targets** and the **actions** that your organisation is taking to realise emissions reduction. Note that in the future, bidders of Scottish public sector priority contracts will be expected to provide calculations of their **Scope 1, Scope 2, and Scope 3** carbon emissions.

What do we mean by scope 1, 2 and scope 3 carbon emissions?

Scope 1, 2 and 3 emissions are defined in the [Greenhouse Gas Protocol](#):

Scope 1 emissions are direct emissions arising from owned or controlled sources e.g. owned vehicles, combustion of fuel in facilities

Scope 2 emissions are indirect emissions from purchased energy e.g. electricity, heating, cooling

Scope 3 emissions are all other indirect emissions that occur in the organisation's value chain e.g. purchased goods and services, waste, business travel, staff commuting, water

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1. Emissions sources

Please specify the level at which you have set your organisational boundary for reporting (i.e. whole organisation, subsidiary company etc.) in the box below:

Reporting boundary:	
----------------------------	--

The table below is a list of **emissions source** categories and their scopes. Please indicate any sources that are used by your organisation by marking a tick [✓] next to this source, and record the total emissions in tonnes of CO₂ equivalent (t CO₂e) from your current reporting year in the column indicated. You should use the conversion factors prescribed by the Department for Business, Energy and Industrial Strategy [Greenhouse gas reporting standards](#) to calculate your emissions.

Source	Scope	[✓]	Emissions (t CO ₂ e)
SCOPE 1 EMISSIONS – THIS SECTION IS REQUIRED			
Gaseous fuels (i.e. natural gas, butane, propane etc.)	Scope 1		
Liquid fuels (i.e. petrol, diesel, aviation spirit, fuel oil, gas oil etc.)	Scope 1		
Solid fuels (i.e. coal, petroleum coke)	Scope 1		
Biofuels (i.e. biodiesel*, biomethane, biomass, biogas etc.) *Note that diesel purchased at petrol stations contains 10 percent biodiesel – this should still be recorded under your liquid fuels category	Scope 1		
Refrigerants and other gases (i.e. carbon dioxide, methane, nitrous oxide etc.)	Scope 1		
Total scope 1 emissions			
SCOPE 2 EMISSIONS – THIS SECTION IS REQUIRED			
Electricity purchased	Scope 2		
Heat purchased (e.g. from a district heating network, steam)	Scope 2		
Cooling purchased	Scope 2		
Total scope 2 emissions			
SCOPE 3 EMISSIONS – EMISSIONS CALCULATIONS ARE NOT CURRENTLY REQUIRED			
Upstream scope 3 emissions			
Purchased goods and services	Scope 3		
Capital goods	Scope 3		

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Source	Scope	[✓]	Emissions (t CO ₂ e)
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Scope 3		
Upstream transportation and distribution	Scope 3		
Waste generated in operations, including waste water	Scope 3		
Business travel	Scope 3		
Employee commuting, including home working	Scope 3		
Upstream leased assets	Scope 3		
Downstream scope 3 emissions			
Downstream transportation and distribution	Scope 3		
Processing of sold products	Scope 3		
Use of sold products	Scope 3		
End-of-life treatment of sold products	Scope 3		
Downstream leased assets	Scope 3		
Franchises	Scope 3		
Investments	Scope 3		

2. Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that were produced in a specified year, and are the reference point against which subsequent emission reductions are measured. Strategies and plans to reduce emissions usually set targets in relation to the baseline year.

Please provide details of your organisation's baseline emissions below. If your organisation has not previously assessed or reported emissions, please detail this below and use your first reporting period as your baseline.

Baseline Year: 20XX	
Additional Details relating to the Baseline Emissions calculations.	
<i>[Instructions to Suppliers: Add commentary regarding your Baseline Emissions as required: e.g. where there is no previous reporting and the creation of a new baseline due to substantial organisational change or restructuring]</i>	
Baseline year emissions:	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	XX

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Scope 2	XX
Total Emissions	XX

3. Current emissions reporting

Please record your organisation's Scope 1, Scope 2 and total emissions for this reporting year in the table below. Your organisation's total Scope 1 and Scope 2 emissions should be identical to those recorded in section 1.

Reporting Year: 20XX	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	XX
Scope 2	XX
Total Emissions	XX

4. Emissions reduction targets

If existing emissions reduction targets are in place for your organisation, please provide details below. If you have no previous emissions reduction commitment, or if this is your organisation's first carbon footprint, please provide targets for your organisation. At present, you only need to detail targets to reduce your total emissions calculated from **Scope 1** and **Scope 2** carbon emissions in section 3. Please be aware that in future years the Scottish public sector may also require this section to incorporate calculated **Scope 3** carbon emissions.

TARGET YEAR	PROJECTED TOTAL EMISSIONS (tCO₂e)	REDUCTION FROM BASELINE (%)
Baseline: 20XX		N/A – baseline year
20XX		
20XX		
Etc.		

Appendix 2 - Sustainable Procurement Strategy

5. Planned actions to achieve emission reduction targets

Please provide the steps your organisation plans to take to reduce your carbon emissions, including any ongoing or completed plans. Include which emissions source(s) from the table above you expect to be reduced as a consequence of each action in the 'Sources these will address' column. Planned actions may target **Scope 3** sources in addition to the **Scope 1** and **Scope 2** detailed above. This section will be used to assess bidder **capability** in the form of an understanding of the environmental impact, primarily the emissions that their business generates and **capacity and capability** to address these emissions.

REPORTING YEAR: 20XX		
TARGET YEAR	PLANNED AND REALISED ACTIVITY TO REACH TARGET tCO ₂ e	SOURCE(S) THESE WILL ADDRESS
20XX		
20XX		
20XX		
Etc.		

DECLARATION AND SIGN OFF

This Bidder Climate Change Plan Template has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:.....

Date:

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ANNEX B

Bidder 'Relevant Contract' Climate Change Plan Template

Supplier name:

Publication date:

Background information

Climate change has been identified as relevant to this procurement exercise. Where climate change is relevant, bidders are required to use this form to provide evidence that their organisation has taken steps to build their awareness of the climate change emergency and how they will respond. Please use this form to supply information about your organisation's **carbon emissions sources** and the **actions** that your organisation is taking to reduce their carbon emissions.

Note that in Scottish public sector contracts awarded from 2025, the threshold for climate priority contracts will be lowered, meaning that a greater number of bidders will be expected to provide **calculations** of their **Scope 1** and **Scope 2** carbon emissions.

What do we mean by scope 1, scope 2 and scope 3 carbon emissions?

Scope 1, 2 and 3 emissions are defined in the [Greenhouse Gas Protocol](#):

Scope 1 emissions are direct emissions arising from owned or controlled sources e.g. owned vehicles, combustion of fuel in facilities

Scope 2 emissions are indirect emissions from purchased energy e.g. electricity, heating, cooling

Scope 3 emissions are all other indirect emissions that occur in the organisation's value chain e.g. purchased goods and services, waste, business travel, staff commuting, water

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The table below is a list of **emissions source** categories and their scopes. Please indicate any sources that are used by your organisation by marking a tick [✓] next to this source.

Source	Scope	[✓]
Fuels (including gaseous, liquid, solid fuels, biofuels, biomass and biogas)	Scope 1	
Refrigerants and other gases (i.e. carbon dioxide, methane, nitrous oxide etc.)	Scope 1	
Electricity purchased	Scope 2	
Heat purchased (e.g. from a district heating network, steam)	Scope 2	
Cooling purchased	Scope 2	
Upstream scope 3 emissions		
Purchased goods and services	Scope 3	
Capital goods	Scope 3	
Fuel- and energy-related activities (not included in scope 1 or 2)	Scope 3	
Upstream transportation and distribution	Scope 3	
Waste generated in operations, including waste water	Scope 3	
Business travel	Scope 3	
Employee commuting, including home working	Scope 3	
Upstream leased assets	Scope 3	
Downstream scope 3 emissions		
Downstream transportation and distribution	Scope 3	
Processing of sold products	Scope 3	
Use of sold products	Scope 3	
End-of-life treatment of sold products	Scope 3	
Downstream leased assets	Scope 3	
Franchises	Scope 3	
Investments	Scope 3	

Please provide the steps your organisation plans to take to reduce your carbon emissions, including any ongoing or completed plans. Include which emissions source(s) from the table above you expect to be reduced during the period of the contract as a consequence of each action in the 'Sources these will address' column. This section will be used to assess bidder **capability** in the form of an understanding of the environmental impact, primarily the emissions that their business generates and **capacity and capability** to address these emissions.

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REPORTING YEAR: 20XX		
TARGET YEAR	PLANNED AND REALISED ACTIVITY TO REACH TARGET tCO ₂ e	SOURCE(S) THESE WILL ADDRESS
20XX		
20XX		
20XX		
Etc.		

DECLARATION AND SIGN OFF

This Bidder Climate Change Plan Template has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:.....

Date: