

## Notice of Meeting and Agenda

### Finance, Resources and Customer Services Policy Board

Date	Time	Venue
Wednesday, 11 November 2020	14:00	Teams - Virtual Meeting,

KENNETH GRAHAM  
Head of Corporate Governance

#### Membership

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

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

#### Recording of Meeting

This meeting will be recorded for subsequent broadcast via the Council's internet site. If you have any queries regarding this please contact Committee Services on 07534 058160. To find the recording please follow the link which will be attached to this agenda once the meeting has concluded. Please note that only meetings of this Board held since 2 September 2020 have been recorded for broadcast.

#### Present

#### Chair

#### In Attendance

#### Apology

## **Additional Item**

### **Service Update - Facilities Management**

#### **Recording of Teams meeting - 11 November 2020**

[https://www.youtube.com/watch?v=LM3IW-y\\_hr8](https://www.youtube.com/watch?v=LM3IW-y_hr8)

## **Apologies**

Apologies from members.

## **Declarations of Interest**

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

## **Minute**

- |          |  |              |
|----------|--|--------------|
| <b>1</b> | <b>Joint Consultative Board (Non-teaching)</b>   | <b>1 - 6</b> |
|          | Minute of the meeting of the Joint Consultative Board (Non-teaching) held on 2 September 2020. |              |

## **Finance**

- |          |   |                |
|----------|---|----------------|
| <b>2</b> | <b>Revenue and Capital Budget Monitoring as at 18 September 2020</b>                    | <b>7 - 20</b>  |
|          | Report by the Director of Finance & Resources.  |                |
| <b>3</b> | <b>Revenue and Capital Budget Monitoring – Council Overview as at 18 September 2020</b> | <b>21 - 36</b> |
|          | Report by the Director of Finance & Resources.  |                |
| <b>4</b> | <b>Treasury Management Mid-Year Review 2020/21</b>                                      | <b>37 - 46</b> |
|          | Report by the Director of Finance & Resources.  |                |

## **Performance**

- |          |   |                  |
|----------|---|------------------|
| <b>5</b> | <b>Service Update - Finance &amp; Resources</b>         | <b>47 - 70</b>   |
|          | Report by the Director of Finance & Resources.          |                  |
| <b>6</b> | <b>Service Update – Chief Executive’s Service</b>       | <b>71 - 108</b>  |
|          | Report by the Chief Executive.                          |                  |
| <b>7</b> | <b>Facilities Management Service Update</b>             | <b>109 - 130</b> |
|          | Report by the Director of Environment & Infrastructure. |                  |

## **Policy**

- |          |  |                  |
|----------|--|------------------|
| <b>8</b> | <b>ICT Acceptable Use Policy (AUP)</b>         | <b>131 - 144</b> |
|          | Report by the Director of Finance & Resources. |                  |

## **Health & Safety**

- |          |  |                  |
|----------|--|------------------|
| <b>9</b> | <b>Chief Executive's Service - Annual Health &amp; Safety Report 2019/20 and Action Plan 2020/21</b> | <b>145 - 156</b> |
|          | Report by the Chief Executive.   |                  |

<b>10</b>	<b>Finance &amp; Resources Health and Safety Report and Plan 2020/2022</b>	<b>157 - 168</b>
	Report by the Director of Finance & Resources.	
<b>11</b>	<b>Finance &amp; Resources: Health and Safety Mid-Year Review</b>	<b>169 - 174</b>
	Report by the Director of Finance & Resources.	

### **Contract Authorisation Reports**

<b>12</b>	<b>Contract Authorisation Report for the Support, Maintenance and Hosting of Business World</b>	<b>175 - 180</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>13</b>	<b>Removal, Relocation and Warehouse Storage Services Framework</b>	<b>181 - 188</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>14</b>	<b>Warden Call Maintenance, Servicing and Reactive Repairs</b>	<b>189 - 194</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>15</b>	<b>Braids Road Reconstruction Scheme</b>	<b>195 - 198</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>16</b>	<b>Corporate Skip Hire</b>	<b>199 - 204</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>17</b>	<b>Refurbishment and Installation of the Junction Situated at Renfrew Road and Netherhill Road</b>	<b>205 - 208</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>18</b>	<b>Term Contract for a Planned Programme of In-Service Inspection and Testing of Electrical Equipment.</b>	<b>209 - 214</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	

<b>19</b>	<b>Term Contract for the Statutory Maintenance and Reactive Repairs of CCTV, Fire Alarm and Intruder Alarm Systems (including the Provision of an Alarm Monitoring Service)</b>	<b>215 - 220</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>20</b>	<b>Treatment of Post-consumer Recyclate Consisting of Mixed Glass, Cans and Plastic</b>	<b>221 - 226</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>21</b>	<b>Treatment of Post-consumer Recyclate Consisting of Paper, Card and Cardboard</b>	<b>227 - 232</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>22</b>	<b>White Cart Footbridge</b>	<b>233 - 238</b>
	Joint report by the Chief Executive and the Director of Environment & Infrastructure.	
<b>23</b>	<b>National Care Home Contract Minute of Variation: 6 April 2020 to 5 April 2021</b>	<b>239 - 244</b>
	Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership.	
<b>24</b>	<b>Request to Suspend Part of Standing Order 18.1 of the Standing Orders Relating to Contracts for the Demolition of existing buildings on Chivas Regal Site, Paisley</b>	<b>245 - 250</b>
	Joint report by the Chief Executive, Head of Policy & Commissioning and the Head of Corporate Governance.	

## **Exempt Item**

### **EXCLUSION OF PRESS AND PUBLIC**

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraphs 6 and 9 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

#### **25 PPP Contract Negotiations and Mediation**

Report by Director of Environment & Infrastructure.

## Minute of Meeting

### Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 02 September 2020	15:00	Microsoft Teams Platform,

#### Present

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

Representing Trade Unions – M Ferguson, M McIntyre, K Kernachan and L Glover (UNISON); and R Stewart (Unite).

#### In Attendance

G McKinlay, Head of Schools (Children Services); A Bennett, Housing Services Manager (Communities, Housing & Planning Services); D Gillies, Head of Facilities Management and G Hannah, Strategic Change Manager (Environment & Infrastructure); L Neary, Head of Transformation HR & OD, R Laouadi, HR Manager, R Cree, OD & Workforce Planning Manager, G Campbell, Principal HR & OD Adviser, G Dickie, Partnering & Commissioning Manager and D Pole, End User Technician and R Devine and T Slater, both Senior Committee Services Office (all Finance & Resources); and S Strachan and M Kirkbride (Renfrewshire Health & Social Care Partnership).

#### Appointment of Chairperson

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

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

#### Convener's Statement

The Convener advised that this meeting would be recorded for subsequent broadcast via the Council's website.

## **2 Apologies**

S McAllister (Unite) and S Hicks (UNISON).

## **3 Declarations of Interest**

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

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

There was submitted a report by the Director of Finance & Resources relative to activity undertaken in relation to health, safety and wellbeing issues since the previous meeting.

The report indicated that several workstreams had been paused due to the pandemic and that the report focussed on actions and activities undertaken to support the Council's response and recovery plans. Furthermore, it was highlighted that the Health & Safety team had been an integral part of the Council's emergency management team providing guidance as documents had been released by the UK and Scottish Governments, the NHS and Health Protection Scotland. It was noted that consultation and collaboration had been undertaken with the trade unions to ensure the health and wellbeing of those involved in activities.

The report also detailed guidance and policies that had been reviewed and issued, outlined the support provided to front line services in the delivery of emergency and prioritised work, and to employees with underlying health conditions to ensure a safe return to work, advised that a covid-19 web link had been established for the dissemination of guidance and communications to employees. Updates were also provided in respect of activity undertaken relative to the evaluation of contractor's health and safety documentation, submitted as part of the procurement process, Freedom of Information enquiries and the review of arrangements for Renfrewshire House. It was highlighted that a large element of the workload had been undertaking site visits and inspection of all high schools, primary schools, early learning centres and nurseries. Although scheduled meetings of the Corporate Health and Safety Committee had been suspended due to the pandemic weekly meetings with the trade unions continued to take place.

The support and collaboration of the trade unions in tackling the challenging situation was praised by all in attendance.

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

## **5 Absence Statistics**

There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for the period 1 January to 31 March 2020.

The report provided information in relation to absence targets and how Services and categories of staff had performed against them. An analysis of reasons for absence for the period was included within the report. Information was also provided on supporting attendance activity levels, by Service, sick pay costs and the overall



number of days lost during the period to 31 March 2020 together with comparative data for previous years.

**DECIDED:** That it be noted that the report reflected the absence statistics for the period 1 January to 31 March 2020.

## **6 Details of Grievances**

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

The report provided information on grievances at both the informal and formal stages. The report indicated that there was a total of 11 grievances as at March 2020.

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

## **7 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 July 2020 and detailing the capacity and Services in which they were engaged. The report advised that as at July 2020, 185 agency workers were employed across all Services.

Reference was made, during discussion, to factors associated with covid-19 which had resulted in the increased use of agency staff.

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

## **8 Covid-19: General**

The UNISON representative praised and wished the Board to record its appreciation of the collaborative working which had taken place locally involving front-line employees to address challenges arising from the covid-19 pandemic. Mention was also made to the local government deficit resulting from Covid-19 expenditure, the opportunities to review Service structures, future working practices, processes and procedures which had been identified and implemented as a result of addressing the pandemic and that the potential to continue collaborative working in the future be explored. The sentiments were echoed by members of the Board. Furthermore, it was noted that the potential to formally recognise the exceptional efforts of local front-line employees during the pandemic be explored.

**DECIDED:**

(a) That the Board record its appreciation of the collaborative working which had taken place locally involving front-line employees to address challenges arising from the covid-19 pandemic;

(b) That the information be noted; and

(c) That the potential to formally recognise the exceptional efforts of local front-line employees during the pandemic be explored.

## 9 Social Care - Rest Breaks and Facilities

The UNISON representative expressed concern regarding the lack of progress in providing Social Care employees with suitable toilet and rest break facilities. Reference was made to the need for investment to address the issue, the isolation and vulnerability of the staff grouping involved, the time period that the problem spanned, the lack of availability of public buildings locally and their locations, the need for staff, many of whom walked between sites to include travelling time in their break period. Arrangements that had been put in place by management to try and address this long-term issue and the entry restrictions subsequently imposed as a result of Covid-19 were outlined. Mention was also made to the desirability for additional uniforms to be issued to the employees involved, many of whom were undertaking additional working hours during the pandemic and/or also undertook split shifts, to minimise the need for their daily washing.

It was agreed, following discussion, that management review arrangements in terms of the inclusion of travelling time in staff break periods and the issue of additional uniforms immediately. The Board also agreed that the current situation in terms of provision of break facilities for Social Care employees was unacceptable and that the matter be submitted to the Administration group of the Council for further consideration.

**DECIDED:** That management review arrangements in terms of the inclusion of travelling time in staff break periods and the issue of additional uniforms immediately and that arrangements be made for the matter to be submitted to the Administration group of the Council for further consideration.

## SEDERUNT

Councillors Harte and Paterson left the meeting during consideration of the following item of business.

## 10 Homeworking/Work Expenses during Covid-19 pandemic

The UNISON representative advised that it was possible for the employer to pay a recommended HMRC tax free rate of up to £6 per week to employees in respect of increased costs incurred by them working from home during the current pandemic. Alternatively, employees could claim the tax relief on £6 per week direct from HMRC worth £1.20 per week for a 20% basic rate tax-payer and £2.40 per week for a higher rate tax payer. Reference was made to the relevant Scottish Government guidance available, and the savings already accrued by the Council as a result of home working by employees. It was also noted that the tax self-assessment process was complex.

The Board was advised that a decision had recently been taken by Chief Officers of the Council that employees be signposted to pursue tax relief option in line with the national position and the advice note given to Councils from Cosla. Reference was also made during discussion to the position adopted by other local authorities, and the need for the Council to ensure parity between employees working from home and employees who had worked on the front-line during the pandemic. Political support was sought for Renfrewshire Council to be seen as a model employer and to pay employees directly the HMRC tax free rate of up to £6 per week.

**DECIDED:** That arrangements be made for the matter to be re-submitted to Chief Officers of the Council for further consideration.

## 11 Meetings

The Clerk advised that the next meeting of the JCB Non-Teaching was scheduled to be held at 3pm on 11 November 2020.

The opportunity was taken to highlight that the constitution of the Board, agreed at the meeting held on 4 September 2019, required there to be no less than 5 meetings per year. To date there had only been one meeting of the Board held during 2020. It was agreed that it would not be feasible to convene four meetings of the Board during the remaining months of 2020.

**DECIDED:** That it be noted that the next meeting of the JCB Non-Teaching was scheduled to be held at 3pm on 11 November 2020 and that otherwise the position be noted.






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

**On:** 11 November 2020

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

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**Heading:** Revenue and Capital Budget Monitoring as at 18 September 2020

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## 1. Summary of Financial Position

- 1.1. The projected Revenue outturn at 31 March 2021 for Finance, Resources and Customer Services is an underspend position of £0.814m (0.9%) against the revised budget for the year. This position results from the fact that additional government funding related to the COVID-19 pandemic is currently held within central Miscellaneous budgets and has not been allocated to departments.
- 1.2. The projected Capital outturn at 31 March 2021 for Finance, Resources and Customer Services 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.
- 1.4. For the financial year 2020/21, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.

**Table 1: Revenue**

Division	Revised Annual Budget £m	Projected Outturn Core £m	Projected Outturn COVID-19 £m	Total Projected Outturn £m	Budget Variance (Adv)/Fav £m	Budget Variance %
Finance and Resources	35.898	35.595	1.574	<b>37.169</b>	(1.271)	3.5%
Environment and Infrastructure	15.882	14.426	4.213	<b>18.639</b>	(2.757)	17.4%
Miscellaneous	42.907	42.907	(4.842)	<b>38.065</b>	4.842	(11.3%)
<b>Total</b>	<b>94.687</b>	<b>92.928</b>	<b>0.945</b>	<b>93.873</b>	<b>0.814</b>	<b>0.9%</b>

<b>Table 2: Capital</b>						
<b>Division</b>	<b>Revised Annual Budget £000</b>	<b>Projected Outturn Core £000</b>	<b>Projected Outturn COVID-19 £000</b>	<b>Total Projected Outturn £000</b>	<b>Budget Variance £000</b>	<b>Budget Variance %</b>
Finance, Resources and Customer Services, including Environment and Infrastructure	£6,611	£6,611	£0	<b>£6,611</b>	£0	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 and confirmed government support at this point in time; forecasts are likely to be subject to considerable fluctuation as the full service implications and associated costs of the pandemic become clear;
- 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 underspend of £0.814m (0.9% of total budget) for services reporting to the Finance, Resources and Customer Services Policy Board. This position results from the fact that all additional government funding related to the Covid19 pandemic is currently held within central Miscellaneous budgets and has not been allocated to departments. Detailed division service reports can be also be found here, along with an explanation of each significant projected variance.
- 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 reason 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).

## **4. Revenue Budget Adjustments**

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £1.883m have been processed since the last report. These related mainly to:

- Finance and Resources:
  - £1.778m Housing Benefits net costs transferred from Communities, Housing and Planning Services for budget monitoring within Finance and Resources;
  - £0.258m of Early Years support staff costs transferred from Children's Services into Finance and Resources;
  - (£0.800m) transferred from Finance and Resources into Miscellaneous Services towards the Right for Renfrewshire savings target for Customer Transactions;
  - (£0.473m) of Local Partnership budgets transferred from Finance and Resources into Chief Executive Services.
- Environment and Infrastructure:
  - £0.046m of School Maintenance costs transferred from Children Services for Flooring. Fencing and Safety work.
- Miscellaneous:
  - £0.646m transferred into Miscellaneous Services from Council Tax funding to realign the Council Tax Reduction budget;
  - £0.800m staff costs transferred from Finance and Resources towards the Right for Renfrewshire savings target for Customer Transactions;
  - (£0.192m) of funding transferred from Miscellaneous Services to Children's Services for Modern Languages and Pupil Equity Fund;
  - (£0.112m) of funding transferred from Miscellaneous Services to Communities, Housing and Planning Services for Rapid Rehousing Transition planning.

## **5. Capital**

- 5.1. The Capital Investment Programme 2020/21 to 2024/25 was approved by the Council on 9<sup>th</sup> March 2020.
- 5.2. The Capital Monitoring report at Appendix 2 indicates a reduction in the approved capital programme for Finance, Resources and Customer Services for the year of £2.682m.
- 5.3. Further detail, including reasons for significant variances, can be found at Appendix 2.

## 6. Capital Budget Adjustments

6.1. Since the last report, budget changes in totalling £2.682m have arisen which reflect the following:

- Budget reprofiled from 2020/21 to 2021/22 (£1.855m):
  - ICT Infrastructure & Renewal (£0.175m) due to timing of expected Info@Work upgrade expected to take place between May and June 2021.
  - Lifecycle Capital Maintenance & Energy Efficiency (£1.680m) due to delays in capital work resulting from the Covid-19 emergency.
- Budget Transfers 2020/21 (£0.827m):
  - Lifecycle Capital Maintenance & Energy Efficiency (£0.827m) to Early Years 1,140 Expansion project as a contribution to Lifecycle work incorporated into the Extension and Refurbishment projects, primarily Kilbarchan Extension and Hollybush Refurbishment.

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## Implications of this report

1. **Financial** – The projected budget outturn position for Finance, Resources and Customer Services' Revenue budget is an underspend of £0.814m. 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 and, where necessary, steps will be taken to mitigate any overspend.

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 in this board 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**  
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 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 2020/21. Council, 9th March 2020.

Non-housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2020/21 – 24/25. Council, 9th March 2020.

Revenue and Capital Budget Monitoring as at 26 June 2020 - Finance, Resources and Customer Services Policy Board, 2 September 2020

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**Authors:** Christine McCourt / Kevin Festorazzi / Geoff Borland

RENFREWSHIRE COUNCIL  
REVENUE BUDGET MONITORING STATEMENT 2020/21  
1st April 2020 to 18th September 2020

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

Objective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) / Favourable		Previous Projected Outturn Variance	Movement (Adverse) / Favourable
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Finance and Resources	35,221	677	35,898	35,595	1,574	37,169	(1,271)	(3.5%)	(1,130)	(141)
Environment and Infrastructure	15,836	46	15,882	14,426	4,213	18,639	(2,757)	(17.4%)	(2,068)	(689)
Miscellaneous	41,747	1,160	42,907	42,907	(4,842)	38,065	4,842	11.3%	4,742	100
<b>NET EXPENDITURE</b>	<b>92,804</b>	<b>1,883</b>	<b>94,687</b>	<b>92,928</b>	<b>945</b>	<b>93,873</b>	<b>814</b>	<b>0.9%</b>	<b>1,544</b>	<b>(730)</b>

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) / Favourable		Previous Projected Outturn Variance	Movement (Adverse) / Favourable
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	80,680	(2,922)	77,758	76,643	1,635	78,278	(520)	(0.7%)	(28)	(492)
Premises Related	9,730	(571)	9,159	9,331	0	9,331	(172)	(1.9%)	64	(236)
Transport Related	1,238	(422)	816	1,154	79	1,233	(417)	(51.1%)	(20)	(396)
Supplies and Services	28,016	(3,093)	24,923	24,948	(3,720)	21,228	3,695	14.8%	4,025	(330)
Third Party Payments	1,892	110	2,002	2,004	0	2,004	(2)	(0.1%)	(8)	6
Transfer Payments	72	63,701	63,773	55,694	0	55,694	8,079	12.7%	(94)	8,173
Support Services	2,861	(381)	2,480	2,673	0	2,673	(193)	(7.8%)	94	(287)
Depreciation and Impairment Losses	13,190	6	13,196	13,196	0	13,196	0	0.0%	0	0
<b>GROSS EXPENDITURE</b>	<b>137,679</b>	<b>56,428</b>	<b>194,107</b>	<b>185,642</b>	<b>(2,006)</b>	<b>183,637</b>	<b>10,470</b>	<b>5.4%</b>	<b>4,033</b>	<b>6,437</b>
Income	(44,875)	(54,545)	(99,420)	(92,714)	2,951	(89,763)	(9,657)	(9.7%)	(2,490)	(7,167)
<b>NET EXPENDITURE</b>	<b>92,804</b>	<b>1,883</b>	<b>94,687</b>	<b>92,928</b>	<b>945</b>	<b>93,873</b>	<b>814</b>	<b>0.9%</b>	<b>1,544</b>	<b>(730)</b>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2020/21**  
**1st April 2020 to 18th September 2020**

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

Objective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) / Favourable		Previous Projected Outturn Variance	Movement (Adverse) / Favourable
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Finance and Resources Directorate	(449)	(336)	(785)	-807	0	(807)	22	2.8%	0	22
Corporate Governance	3,440	(458)	2,982	2,963	203	3,166	(184)	(6.2%)	(129)	(55)
Finance Services	3,411	(8)	3,403	3,425	0	3,425	(22)	(0.6%)	30	(52)
ICT Services	8,826	528	9,354	9,695	84	9,779	(425)	(4.5%)	(330)	(95)
HR, OD and Workforce Strategy	2,516	(1)	2,515	2,776	0	2,776	(261)	(10.4%)	(231)	(30)
Customer and Business Services	15,493	(839)	14,654	14,104	828	14,932	(278)	(1.9%)	(319)	41
Housing Benefits	0	1,778	1,778	1,774	0	1,774	4	0.2%	0	4
Property Services	620	29	649	404	401	805	(156)	(24.0%)	(164)	8
Social care (non-delegated)	743	0	743	741	0	741	2	0.3%	(26)	28
Change Fund	19	0	19	(39)	58	19	0	0.0%	0	0
Finance projects	(1)	0	(1)	(1)	0	(1)	0	0.0%	0	0
Audit Services	603	(16)	587	560	0	560	27	4.6%	39	(12)
<b>NET EXPENDITURE</b>	<b>35,221</b>	<b>677</b>	<b>35,898</b>	<b>35,595</b>	<b>1,574</b>	<b>37,169</b>	<b>(1,271)</b>	<b>(3.5%)</b>	<b>(1,130)</b>	<b>(141)</b>

Objective Heading	Key Reasons for Significant Projected Variances
Corporate Governance	COVID-19 overspend arises from loss of income within Licensing and Registration services; the projection for this has increased since Period 3
ICT Services	Anticipated overspend within Business World team owing to overlap of software contract re-tender exercise this year; COVID-19 overspend arises from increased kit and data requirements over the period of lockdown. Projected overspend has increased as anticipated staff cost savings cannot be achieved given service pressures
HR, OD and Workforce Strategy	Projected overspend largely relates to temporary staff costs in the Project Management Unit
Customer and Business Services	COVID-19 overspend arises from loss of income from statutory additions and Water Direct, mitigated by savings in postage and printing costs
Property Services	COVID-19 overspend arises from loss of income within the Technical Unit (fees from capital projects) and from commercial rents, mitigated by savings in external consultant costs

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2020/21**  
**1st April 2020 to 18th September 2020**

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

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID- 19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	33,267	(289)	32,978	33,389	45	33,434	(456)	(1.4%)	(197)	(259)
Premises Related	2,456	(371)	2,085	2,148	0	2,148	(63)	(3.0%)	65	(128)
Transport Related	79	2	81	80	0	80	1	1.2%	(20)	21
Supplies and Services	8,287	(68)	8,219	8,505	122	8,627	(408)	(5.0%)	(389)	(19)
Third Party Payments	1,640	(3)	1,637	1,639	0	1,639	(2)	(0.1%)	(8)	6
Transfer Payments	671	62,934	63,605	55,456	0	55,456	8,149	12.8%	(59)	8,208
Support Services	620	7	627	529	0	529	98	15.6%	95	3
<b>GROSS EXPENDITURE</b>	<b>47,020</b>	<b>62,212</b>	<b>109,232</b>	<b>101,746</b>	<b>167</b>	<b>101,913</b>	<b>7,319</b>	<b>20.1%</b>	<b>(513)</b>	<b>7,832</b>
Income	(11,799)	(61,535)	(73,334)	(66,151)	1,407	(64,744)	(8,590)	(11.7%)	(617)	(7,973)
<b>NET EXPENDITURE</b>	<b>35,221</b>	<b>677</b>	<b>35,898</b>	<b>35,595</b>	<b>1,574</b>	<b>37,169</b>	<b>(1,271)</b>	<b>(3.5%)</b>	<b>(1,130)</b>	<b>(141)</b>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2020/21**  
**1st April 2020 to 18th September 2020**

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

Objective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) / Favourable		Previous Projected Outturn Variance	Movement (Adverse) / Favourable
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Building Services	(342)	4	-338	-338	501	163	(501)	148.4%	(367)	(134)
Street Lighting Maintenance Work	373	0	373	523	0	523	(150)	(40.3%)	0	(150)
Public Building Repairs	3,419	77	3,496	3,496	0	3,496	0	0.0%	0	0
Cleaning And Janitorial Services	7,117	9	7,126	6,335	822	7,157	(31)	(0.4%)	20	(51)
Catering	4,607	(44)	4,563	3,817	2,890	6,707	(2,144)	(47.0%)	(1,729)	(415)
School Crossing Patrols	662	0	662	592		592	70	10.5%	8	62
<b>NET EXPENDITURE</b>	<b>15,836</b>	<b>46</b>	<b>15,882</b>	<b>14,426</b>	<b>4,213</b>	<b>18,639</b>	<b>(2,757)</b>	<b>(17.4%)</b>	<b>(2,068)</b>	<b>(689)</b>

Objective Heading	Key Reasons for Significant Projected Variances
Building Services	Increased employee costs due to the delivery of the food insecurity packages across Renfrewshire. Due to restrictions on construction work there is a loss of productivity and therefore lower income. Measures are being put in place to try and minimise the effect of this for the remainder of the year.
Street Lighting Maintenance	This revised projected overspend is due to essential contractor repairs and maintenance being required to electrical boxes, and cable repairs, following an internal inspection of this infrastructure.
Cleaning And Janitorial Services	There is a significant spend related to the service response to the pandemic, including significant additional cleaning in schools, and additional hours required to cover for absence related to staff shielding.
Catering	The pressure due to the pandemic includes, a loss of income from school meals and Renfrewshire House café. Also includes food costs of the food insecurity packages delivered to residents across Renfrewshire. These are partially offset by savings in food purchases. Projected employee costs for the provision of school catering service have increased due to additional hours required for service delivery and to cover for absence related to staff shielding.

RENFREWSHIRE COUNCIL  
REVENUE BUDGET MONITORING STATEMENT 2020/21  
1st April 2020 to 18th September 2020

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

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) / Favourable		Previous Projected Outturn Variance	Movement (Adverse) / Favourable
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	21,733	(3,053)	18,680	17,152	1,590	18,742	(62)	(0.3%)	168	(230)
Premises Related	3,406	(186)	3,220	3,329	0	3,329	(109)	(3.4%)	0	(109)
Transport Related	1,154	(420)	734	1,074	79	1,153	(419)	(57.1%)	1	(419)
Supplies and Services	8,371	(2,904)	5,467	5,206	1,000	6,206	(739)	(13.5%)	(328)	(411)
Third Party Payments	0	0	0	0	0	0	0	0.0%	0	0
Transfer Payments	1	0	1	72	0	72	(71)	(7134.5%)	(35)	(36)
Support Services	934	(388)	546	837	0	837	(291)	(53.3%)	(1)	(290)
Depreciation and Impairment Losses	(6)	6	0	0	0	0	0	0.0%	0	0
<b>GROSS EXPENDITURE</b>	<b>35,593</b>	<b>(6,945)</b>	<b>28,648</b>	<b>27,669</b>	<b>2,669</b>	<b>30,339</b>	<b>(1,691)</b>	<b>(5.9%)</b>	<b>(195)</b>	<b>(1,496)</b>
Income	(19,757)	6,991	(12,766)	(13,243)	1,544	(11,699)	(1,067)	(8.4%)	(1,874)	807
<b>NET EXPENDITURE</b>	<b>15,836</b>	<b>46</b>	<b>15,882</b>	<b>14,426</b>	<b>4,213</b>	<b>18,639</b>	<b>(2,757)</b>	<b>(17.4%)</b>	<b>(2,068)</b>	<b>(689)</b>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2020/21**  
**1st April 2020 to 18th September 2020**

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

Subjective Summary	Approved Annual Budget	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) / Favourable		Previous Projected Outturn Variance	Movement (Adverse) / Favourable
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	25,679	423	26,102	26,102	0	26,102	0	0.0%	0	0
Premises Related	3,869	(15)	3,854	3,854	0	3,854	0	0.0%	0	0
Transport Related	6	(6)	0	0	0	0	0	0.0%	0	0
Supplies and Services	11,358	(121)	11,237	11,237	(4,842)	6,395	4,842	43.1%	4,742	100
Third Party Payments	252	113	365	365	0	365	0	0.0%	0	0
Transfer Payments	(600)	766	166	166	0	166	0	0.0%	0	0
Support Services	1,307	0	1,307	1,307	0	1,307	0	0.0%	0	0
Depreciation and Impairment Losses	13,196	0	13,196	13,196	0	13,196	0	0.0%	0	0
<b>GROSS EXPENDITURE</b>	<b>55,067</b>	<b>1,160</b>	<b>56,227</b>	<b>56,227</b>	<b>(4,842)</b>	<b>51,385</b>	<b>4,842</b>	<b>8.6%</b>	<b>4,742</b>	<b>100</b>
Income	(13,320)	0	(13,320)	(13,320)	0	(13,320)	0	0.0%	0	0
<b>NET EXPENDITURE</b>	<b>41,747</b>	<b>1,160</b>	<b>42,907</b>	<b>42,907</b>	<b>(4,842)</b>	<b>38,065</b>	<b>4,842</b>	<b>11.3%</b>	<b>4,742</b>	<b>100</b>

Subjective Heading	Key Reasons for Significant Projected Variances
Employee Costs	Budget adjustment relates to realignment of Council Tax Reduction budgets to Council Tax
Supplies and Services	COVID-19 projection relates to an overspend of £0.500m in Free School Meal and an under-recovery in savings of £0.850m due to the pause in R4R arising from the pandemic. An under-recovery in investment income of £0.5m is also anticipated. These are offset by £6.7m of additional COVID-19 funding from the Scottish Government that has not been allocated to services.
Transfer Payments	Budget adjustment relates to R4R savings being transferred in from Finance and Resources



RENFREWSHIRE COUNCIL  
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES  
1st April to 18th September 2020  
POLICY BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Prior Years Expenditure to 31/03/2020*	Current Year 2020-21						Full Programme - All years			
		Approved Budget 2020-21	Budget Adjustments in 2020-21	Revised Budget 2020-21	Projected Outturn 2020-21	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-25 £000	Projected Outturn to 31-Mar-25 £000	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000						
<b>CORPORATE PROJECTS</b>											
ICT Infrastructure Maintenance & Renewal Programme	0	1,231	519	1,750	1,750	0	0%	3,525	3,525	0	0%
Strategic Asset Management Fund	0	645	(645)	0	0	0	0%	0	0	0	0%
Energy Efficiency Programme	0	402	(402)	0	0	0	0%	147	147	0	0%
Lifecycle Capital Maintenance (LCM) Fund	0	5,157	(2,221)	2,936	2,936	0	0%	9,290	9,290	0	0%
Digital Infrastructure Provision	435	1,200	0	1,200	1,200	0	0%	1,935	1,935	0	0%
Community Empowerment Fund	74	351	(8)	343	343	0	0%	951	951	0	0%
Greenspaces and Parks	193	396	(14)	382	382	0	0%	1,016	1,016	0	0%
Villages Improvement Fund	0	0	0	0	0	0	0%	150	150	0	0%
<b>TOTAL FINANCE, RESOURCES &amp; CUSTOMER SERVICES BOARD</b>	<b>702</b>	<b>9,382</b>	<b>-2,771</b>	<b>6,611</b>	<b>6,611</b>	<b>0</b>	<b>0%</b>	<b>17,014</b>	<b>17,014</b>	<b>0</b>	<b>0%</b>

\*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.






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

**On:** 11 November 2020

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

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**Heading:** Revenue and Capital Budget Monitoring – Council Overview as at 18 September 2020

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## 1. Summary of Financial Position

- 1.1. The projected Revenue outturn at 31 March 2021 for all services is an overspend position of £10.302m, which represents 2.3% against the revised budget for the year.
- 1.2. The projected Capital outturn at 31 March 2021 for all services is an Underspend position of £0.100m, which represents 0.1% against the revised budget for the year.
- 1.3. This is split between General Fund Services and the Housing Revenue Account (HRA) in the table below, with further analysis is provided in the Appendices.
- 1.4. For the financial year 2020/21, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.
- 1.5. Included in the Projected Outturn relating to COVID-19, but not detailed in the service figures in the appendices is a potential under-recovery in Council Tax income of £4.0m arising from the economic impact of the pandemic. This figure represents 4-5% of budgeted council tax income in the year. It is anticipated as the full economic impact of the pandemic becomes clear, particularly in relation to increased levels of unemployment driving significant increases in Council Tax reduction levels, delayed new house build completions as well as lower cash collection levels that council tax income will reduce. This projected under-recovery above is by no means certain but

represents a credible scenario which may crystallise. This forecast will continue to be kept under close review and will be updated as the year progresses, and greater clarity emerges on the developing impact on Council Tax income.

<b>Table 1: Revenue</b>						
<b>Division</b>	<b>Revised Annual Budget £000</b>	<b>Projected Outturn Core £000</b>	<b>Projected Outturn COVID-19 £000</b>	<b>Total Projected Outturn £000</b>	<b>Budget Variance (Adv)/Fav £000</b>	<b>Budget Variance %</b>
General Fund Services	449,481	448,681	11,514	<b>460,195</b>	(10,714)	2.4%
Housing Revenue Account	0	(388)	(24)	<b>(412)</b>	412	0.0%

<b>Table 2: Capital</b>						
<b>Division</b>	<b>Revised Annual Budget £000</b>	<b>Projected Outturn Core £000</b>	<b>Projected Outturn COVID-19 £000</b>	<b>Total Projected Outturn £000</b>	<b>Budget Variance (Adv)/Fav £000</b>	<b>Budget Variance %</b>
General Fund Services	58,530	58,430	0	<b>58,430</b>	100	0.1%
Housing Revenue Account	19,918	19,918	0	<b>19,918</b>	0	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 and confirmed government support at this point in time; forecasts are likely to be subject to considerable fluctuation as the full service implications and associated costs of the pandemic become clear; and
- 2.2. Note the projected Capital outturn position detailed in Table 2 above.

## 3. Revenue Monitoring

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of £6.302m (1.4% of total budget) for all Services. Details for all services can also be found here, along with an explanation of 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. It is further

anticipated that a report to Council in September will outline in further detail the financial position at that point, along with proposed actions the Council will require to undertake to address the unprecedented financial challenges it faces in the current and future years.

- 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 (which division is spending the budget).
- 3.4. The most significant areas to bring to member's attention relate to the projected impact of the COVID19 on both Renfrewshire Leisure and the HSCP.
  - At present RL remain heavily impacted by the response to the COVID crisis with facilities only recently re-opening (in some cases only partially reopening) under the Scottish Government's phase three arrangements and as a consequence have experienced a significant loss of income. More recent Scottish Government restrictions on indoor activities also impacts on costs and income levels. It is anticipated that over the course of the remainder of 2020/21 RL will experience only a partial financial recovery due to the ongoing operational restrictions impacting on the revenue recovery as well as additional operational costs. It is forecast that over the course of 2020/21 the Council could required to provide RL with up to an additional £4.3m of financial support and this is reflected within the reported figures. RL continues to try and mitigate this position through securing additional national government support where eligible.
  - Within adult services managed by Renfrewshire HSCP, the service has been required to take unprecedented measures in response to the coronavirus pandemic, including substantial levels of support to external care providers in order to ensure their ongoing financial sustainability. As at period 6, the service estimates that costs incurred specifically in relation to COVID-19 may reach £5.6m by the end of the financial year. The Scottish Government has provided in principle confirmation that all reasonable additional costs associated with the crisis will be fully funded.. On this basis, additional cost relating to the COVID response is not therefore included within this report on the expectation of these costs being funded directly by the Scottish Government.

#### **4. Capital Monitoring**

- 4.1. The General Services Capital Investment Programme 2020/21 to 2024/25 was approved by the Council on 9<sup>th</sup> March 2020. For General Fund Services the approved capital spend for 2020/21 is £58.530m.

- 4.2. The Capital Monitoring report at Appendix 2 indicates a projected underspend against the approved capital programme for General Fund Services for the year of £0.100m. This arises in the Education and Children's Services area, owing to delays in construction due to the COVID-19 pandemic.
- 4.3. The HRA Capital Investment Programme 2020/21 to 2024/25 was approved by the Council on 9<sup>th</sup> March 2020. For the HRA the approved capital spend for 2020/21 is £19.918m.
- 4.4. The Capital Monitoring report at Appendix 3 indicates a breakeven position in the approved capital programme for the HRA for the year.
- 4.5. Further detail, including reasons for significant variances, can be found at Appendix 3.

## 5. Capital Overview

- 5.1. The Council must determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.
- 5.2. The limit on capital expenditure which the Council has set for 2020/21 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non-Housing Services, but excludes PSHG as this is not considered to be capital spend.

	<b>Approved Plan £m</b>	<b>Forecast Expenditure £m</b>
Non-Housing	95.186	58.430
Housing	30.215	19.918
<b>Total</b>	<b>125.401</b>	<b>78.348</b>

- 5.3. The CFR which the Council has set for 2020/21 is shown in the table below, and is split between Housing and Non-Housing Services. In addition, the projected out-turn at 31<sup>st</sup> March 2021 is also shown. Any significant increase in the capital expenditure limit which is not funded at point of spend will result in an increase in the CFR.

	<b>Approved CFR to 31 March 2021 £m</b>	<b>Projected CFR to 31 March 2021 £m</b>
Non-Housing	309	275
Housing	126	118
<b>Total</b>	<b>435</b>	<b>393</b>

The reduction in the projected CFR for both Non-Housing and Housing is mainly as a result of reduced capital expenditure in 2020/21 compared to the approved plan due to restrictions on activity placed on capital work during the COVID-19 pandemic.

## **6. Housing Services Programme**

- 6.1. The programme approved by Council on 9<sup>th</sup> March 2020 totalled £30.215m. The programme currently stands at £19.918m, a reduction of £10.297m resulting from the net effect of budget brought forward from 2019/20 of £2.950m and projects re-profiled from 2020/21 to 2021/22 of £13.247m. The projects re-profiled into 2021/22 mainly relate to external improvements to existing properties and new build projects delayed by the COVID-19 pandemic.
- 6.2. Capital expenditure to 18th September 2020 totals £2.078m and represents 10% of the available resources and compares with 41% for the equivalent time in 2019/20 as a result of the limited activity able to happen in the first quarter of 2020/21.
- 6.3. Capital income totalling £0.292m has been received to 18th September 2020. This represents 7% of the total anticipated income and compares with 6% for the equivalent period in 2019/20.
- 6.4. The projected outturn position, after the budget changes, is for the Housing Services Programme to break even. However, inflationary impacts of delay to work and estimates of costs complying with new guidelines, such as social distancing sites, are still ongoing and may result in this being revised at a future date.

## **7. Non-Housing Services Programme**

- 7.1. The programme approved by Council on 9<sup>th</sup> March 2020 totalled £95.186m. The current programme totals £58.530m, a decrease of £36.656m resulting from the net effect of budget increases of £3.936m, mainly from increases to Town Centre Capital Fund and Strathclyde Passenger Transport grant. Net budget brought forward to 2019/20 from 2020/21 of £0.814m and projects re-profiled from 2020/21 to 2021/22 of £39.778m. The projects re-profiled into

2021/22 centre around City Deal and the Paisley Town Centre and Infrastructure Projects due to delays caused by COVID-19 restrictions.

- 7.2. Capital expenditure to 18th September 2020 totals £13.683m and represents 23% of the available resources and compares with 28% for the equivalent time in 2019/20.
- 7.3. Capital income totalling £15.849m has been received to 18th September 2020. This represents 53% of the total anticipated income and compares with 59% for the equivalent period in 2019/20.
- 7.4. The projected out-turn position, after the budget changes, is for an underspend of £0.100m within Education and Children related to the SEMP projects. However, as in 6.4, the full impact of the COVID-19 on capital costs has not been determined with increased costs through inflation and compliance expected to increase the risk of overspends within the capital programme.

## **8. Private Sector Housing Grant Programme**

- 8.1. The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within the capital budget monitoring procedures.
- 8.2. The Council approved expenditure up to £2.050m for 2020/21. The programme currently stands at £1.113m, a decrease of £0.937m as result of projects re-profiled into 2020/21 due to the expected cash flow timing of grant payments to private owners.
- 8.3. The programme is expected to spend by 31 March 2021, and expenditure will be contained within the overall resources.

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## **Implications of this report**

- 1. **Financial** – The projected budget outturn position for General Fund Services Revenue budget is an overspend of £10.714m and for the HRA Revenue budget is an underspend of £0.412m. 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 any overspend.

The projected outturn position for General Fund Services Capital budget is an underspend of £0.100m and for the HRA Capital budget is breakeven. The Capital programme will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.



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**

None directly arising from this report.

**6. Information Technology**

None directly arising from this report.

**7. Equality and Human Rights**

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

**8. Health 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 Policy Board report. Council 9<sup>th</sup> March 2020

Non-housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2020/21 – 2024/25. Council, 9<sup>th</sup> March 2020.

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**Authors:** Kevin Festorazzi / Lisa Dickie

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2020/21**  
**1st April 2020 to 18th September 2020**

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

Policy Board	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Communities, Housing and Planning Services	14,598	(1,524)	13,074	12,956	654	13,610	(536)	(4.1%)	(300)	(236)
Education and Children's Services	216,627	(15)	216,611	216,073	2,387	218,459	(1,848)	(0.9%)	(2,046)	198
Infrastructure, Land and Environment	31,186	(48)	31,138	30,190	3,849	34,039	(2,901)	(9.3%)	(3,511)	611
Finance, Resources and Customer Services	92,804	1,883	94,687	92,928	945	93,873	814	0.9%	1,544	(730)
Adult Services	72,259	0	72,259	70,501	0	70,501	1,758	2.4%	1,589	169
Chief Executive's Service	20,606	691	21,297	21,619	3,680	25,299	(4,002)	(18.8%)	(4,056)	54
Communities, Housing & Planning Services (Paisley Legacy)	415	0	415	415	0	415	0	0.0%	0	0
<b>GENERAL SERVICES NET EXPENDITURE</b>	<b>448,495</b>	<b>986</b>	<b>449,481</b>	<b>444,681</b>	<b>11,515</b>	<b>456,195</b>	<b>(6,714)</b>	<b>(1.5%)</b>	<b>(6,780)</b>	<b>66</b>
Housing Revenue Account (HRA)	0	0	0	(388)	(24)	(412)	412	0.0%	(2,166)	2,578
<b>NET EXPENDITURE</b>	<b>448,495</b>	<b>986</b>	<b>449,481</b>	<b>444,293</b>	<b>11,491</b>	<b>455,783</b>	<b>(6,302)</b>	<b>(1.4%)</b>	<b>(8,946)</b>	<b>2,644</b>

Policy Board	Key Reasons for Significant Projected Variance
Communities, Housing and Planning Services	The projected year-end overspend of £0.536m is principally due to additional costs of COVID-19. These additional costs relate to staff overtime to keep critical services within Homeless functions in operation. Supplies and services are also projected to overspend re additional bed and breakfast/ short stay facilities required to house Homeless people and meet service demands and responsibilities. It should be noted that, whilst we are still projecting planning and building standards fees being in line, there is a risk that these services will under-recover over the financial year due to reduced customer applications. Public Protection is projecting a year end overspend of £22k and this is after making provision of £222k to fund all COVID-19 related under-recoveries in income. The overspend due to COVID-19 is being offset by underspends in employee costs due to vacancies.
Education and Children's Services	The projected year-end overspend is £1.848m; this is due to Primary School overspends in staffing, partly due to retention of temporary teachers and provision of childcare hubs during lockdown period and additional property costs; and Secondary School overspend in staffing, partly due to retention of temporary teachers and additional property costs. Projected overspends within Children and Families lie mainly in Residential Schools due to placements being greater than budgeted and higher Residential Accommodation staffing costs. This has been offset with an underspend in the 1140 Early Years expansion programme, due to delays in recruiting staff as a result of COVID-19. It is anticipated this overspend will be managed within the flexibilities permitted in the use of specific grant funding provided by the Scottish Government.
Infrastructure, Land and Environment	The projected year-end overspend is £2.901m. Parking charges were suspended from March 2020, and reintroduced during August. The forecast position has therefore improved slightly due to this, albeit at a much lower level than previous years. Reduced commercial waste customers, due to business closures, reduced special uplifts, and sale of bins, results in a projected loss of income of £0.240m, a slight improvement since period 3. Increased employee costs of shielding, absence and adherence to social distancing measures are partially offset by a reduction in employee costs for core service delivery. In order to adhere to social distancing measures, additional vehicle support is required for each collection vehicle, resulting in additional transport costs of approximately £0.205m for the year. There has also been a significant increase in household waste for both residual and recycling tonnages, resulting in forecast increase in cost of disposal. At present there is no indication that early increase in household waste tonnages is decreasing and it is now estimated it will continue at present levels for the remainder of the financial year. In addition there is an expected loss of income from both scrap metal and textile contracts. This is partially offset by a reduction in the tonnages processed through the HWRC's. SPT has indicated that it is facing significant commercial income shortfalls, which may require support from member councils to address.

Policy Board	Key Reasons for Significant Projected Variance
Finance, Resources and Customer Services	The projected year-end underspend of £0.714m results from £6.7m of additional COVID-19 funding from the Scottish Government that has not been allocated to other services. Increased employee costs are due to the delivery of the food insecurity packages across Renfrewshire. Due to restrictions on construction work there is a loss of productivity and therefore lower income within property services. Measures are being put in place to try and minimise the effect of this for the remainder of the year. The overspend relating to COVID-19 arises from loss of income within Licensing and Registration services; the projection for this has increased since Period 3 and an increase in IT equipment for home working. The COVID-19 projection also includes an overspend of £0.500m in Free School Meals and an under-recovery in savings of £0.850m due to the pause in R4R arising from the pandemic. An under-recovery in investment income of £0.500m is also anticipated. The pressure due to the pandemic includes a loss of income from school meals and costs of food insecurity packages delivered to residents across Renfrewshire.
Adult Services	The projected year-end overspend of £1.758m is predominantly due to Physical Disability and Learning Disability pressures on the Adult placement budget, reflecting the impact of increasing demand and SDS. This has been partially offset by underspends in employee costs due to vacancies and under-occupancy in care homes due to COVID-19. This forecast position is exclusive of the very significant costs of the COVID-19 response, estimated at £5.6m, which is assumed will be fully funded by the Scottish Government.
Chief Executives	The projected year-end overspend of £4.002m is mainly due to supporting Renfrewshire Leisure with a revised level of requisition as a result of the net impact of income loss and increased costs incurred as a result of the closure of facilities during the lockdown period. Also this reflects the costs of studies commissioned to assist in determining the impact on the Renfrewshire economy of COVID-19 together with the cost of irrecoverable grant due to staff redeployment and the expected drawdown from earmarked reserves to fund the projected revenue costs associated with the Cultural Infrastructure Programme. This was partially offset with a net reduction in costs from the cancellation of the Renfrewshire Council events programme for 2020 and the net effect of a reduction in employee costs due to staff turnover and staff on parenting leave, which will assist in funding an element of the costs incurred in responding to the COVID-19 pandemic.
Housing Revenue Account (HRA)	The HRA is projecting a year end underspend of £0.412m and this is after making provision to fund all COVID-19 related costs and loss of income. The projected underspend is mainly due to a combination of vacant posts within the service and an underspend in contractors payments as a result of the COVID-19 related restrictions placed on contractors limiting their capacity to undertake planned maintenance / voids during the first 6 months of the year.

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2020/21**  
**1st April 2020 to 18th September 2020**





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

Subjective Summary	Revised Annual Budget at Period 3	New Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	309,188	301	309,489	304,780	3,289	308,069	1,420	0.5%	367	1,054
Premises Related	37,114	(577)	36,537	37,202	(637)	36,566	(29)	(0.1%)	(1,845)	1,817
Transport Related	13,185	(877)	12,308	12,700	186	12,886	(578)	(4.7%)	(300)	(278)
Supplies and Services	93,227	(3,867)	89,360	89,521	1,513	91,034	(1,674)	(1.9%)	(529)	(1,144)
Third Party Payments	78,186	3,744	81,930	76,380	1,564	77,944	3,986	4.9%	(182)	4,168
Transfer Payments	89,530	(1,653)	87,877	83,748	230	83,978	3,899	4.4%	(136)	4,035
Support Services	7,250	(369)	6,881	7,035	0	7,035	(154)	(2.2%)	102	(257)
Depreciation and Impairment Losses	35,012	(17)	34,995	34,994	0	34,994	1	0.0%	0	1
<b>GROSS EXPENDITURE</b>	<b>662,694</b>	<b>(3,317)</b>	<b>659,377</b>	<b>646,361</b>	<b>6,145</b>	<b>652,506</b>	<b>6,871</b>	<b>1.0%</b>	<b>(2,525)</b>	<b>9,395</b>
Income	(214,199)	4,303	(209,896)	(202,068)	5,345	(196,723)	(13,173)	(6.3%)	(6,422)	(6,751)
<b>NET EXPENDITURE</b>	<b>448,495</b>	<b>986</b>	<b>449,481</b>	<b>444,293</b>	<b>11,491</b>	<b>455,783</b>	<b>(6,302)</b>	<b>(1.4%)</b>	<b>(8,946)</b>	<b>2,644</b>

**RENFREWSHIRE COUNCIL**  
**CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES**  
**1st April to 18th September 2020**  
**POLICY BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES**

		Current Year 2020-21						Full Programme - All years			
	Prior Years Expenditure to 31/03/2020*	Approved Budget 2020-21	Budget Adjustments in 2020-21	Revised Budget 2020-21	Projected Outturn 2020-21	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-25 £000	Projected Outturn to 31-Mar-25 £000	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000						
<b>EDUCATION &amp; CHILDREN'S SERVICES</b>											
Education & Children's Services	63,958	13,727	(2,829)	10,898	10,798	100	1%	134,217	134,043	174	0%
<b>TOTAL</b>	<b>63,958</b>	<b>13,727</b>	<b>(2,829)</b>	<b>10,898</b>	<b>10,798</b>	<b>100</b>	<b>1%</b>	<b>134,217</b>	<b>134,043</b>	<b>174</b>	<b>0%</b>
<b>COMMUNITIES, HOUSING &amp; PLANNING</b>											
Housing(HRA)	25,333	30,215	(10,297)	19,918	19,918	0	0%	121,205	121,205	0	0%
Housing(PSHG)	0	2,050	(937)	1,113	1,113	0	0%	2,263	2,263	0	0%
Development & Housing	0	65	0	65	65	0	0%	135	135	0	0%
<b>TOTAL</b>	<b>25,333</b>	<b>32,330</b>	<b>(11,234)</b>	<b>21,096</b>	<b>21,096</b>	<b>0</b>	<b>0%</b>	<b>123,603</b>	<b>123,603</b>	<b>0</b>	<b>0%</b>
<b>INFRASTRUCTURE, LAND &amp; ENVIRONMENT</b>											
Environment & Infrastructure	12,838	12,452	2,294	14,746	14,746	0	0%	52,025	52,025	0	0%
<b>TOTAL</b>	<b>12,838</b>	<b>12,452</b>	<b>2,294</b>	<b>14,746</b>	<b>14,746</b>	<b>0</b>	<b>0%</b>	<b>52,025</b>	<b>52,025</b>	<b>0</b>	<b>0%</b>
<b>FINANCE, RESOURCES &amp; CUSTOMER SERVICES</b>											
Corporate Projects	702	9,382	(2,771)	6,611	6,611	0	0%	17,014	17,014	0	0%
<b>TOTAL</b>	<b>702</b>	<b>9,382</b>	<b>(2,771)</b>	<b>6,611</b>	<b>6,611</b>	<b>0</b>	<b>0%</b>	<b>17,014</b>	<b>17,014</b>	<b>0</b>	<b>0%</b>
<b>LEADERSHIP</b>											
Leisure Services	55,849	1,095	0	1,095	1,095	0	0%	59,837	59,837	0	0%
Chief Executives	51,386	58,465	(33,350)	25,115	25,115	0	0%	326,679	326,679	0	0%
<b>TOTAL</b>	<b>107,235</b>	<b>59,560</b>	<b>(33,350)</b>	<b>26,210</b>	<b>26,210</b>	<b>0</b>	<b>0%</b>	<b>386,516</b>	<b>386,516</b>	<b>0</b>	<b>0%</b>
<b>TOTAL ALL BOARDS</b>	<b>210,066</b>	<b>127,451</b>	<b>(47,890)</b>	<b>79,561</b>	<b>79,461</b>	<b>100</b>	<b>0%</b>	<b>713,375</b>	<b>713,201</b>	<b>174</b>	<b>0%</b>
<b>MADE UP OF :-</b>											
Non-Housing Programme	184,733	95,186	(36,656)	58,530	58,430	100	0%	589,907	589,733	174	0%
Housing Programme(HRA)	25,333	30,215	(10,297)	19,918	19,918	0	0%	121,205	121,205	0	0%
Housing Programme(PSHG)	0	2,050	(937)	1,113	1,113	0	0%	2,263	2,263	0	0%
<b>PROGRAMME TOTAL</b>	<b>210,066</b>	<b>127,451</b>	<b>(47,890)</b>	<b>79,561</b>	<b>79,461</b>	<b>100</b>	<b>0.1%</b>	<b>713,375</b>	<b>713,201</b>	<b>174</b>	<b>0%</b>

**RENFREWSHIRE COUNCIL**  
**2020/21 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO 18 SEPTEMBER 2020**

		2020/21							
		Housing Services		Non Housing Services		PSHG Programme		Total	
A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME		£'000		£'000		£'000		£'000	
1.	Prudential Borrowing	15,519		25,651				41,170	
2a	General Capital Grant			11,545		500		12,045	
2b.	Specific Capital Grant	4,399		9,323				13,722	
3.	Usable Capital Receipts	0		8,959				8,959	
4.	Contribution From Current Revenue (CFCR)	0		3,052		613		3,665	
5	Total Resource Availability	19,918		58,530		1,113		79,561	
B. CAPITAL PROGRAMME									
6.	Resources Available	19,918		58,530		1,113		79,561	
7.	Current Programme	19,918	100%	58,530	100%	1,113	100%	79,561	100%
C. ACTUAL EXPENDITURE VS PROJECTED									
8.	Resource Availability	19,918		58,530		1,113		79,561	
9.	Cash Spent at 18 September 2020	2,078	10% 	13,683	23% 	174	16%	15,935	20%
10.	Cash to be Spent by 31 March 2021	17,840		44,847		939		63,626	
D. ACTUAL RECEIPTS VS PROJECTED									
11.	Current Programme (total receipts expected)	4,399		29,827		500		34,726	
12.	Actual Cash Received at 18 September 2020	292	7% 	15,849	53% 	251	50%	16,392	47%
13.	Receipts to be received by 31 March 2021	4,107		13,978		249		18,334	









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

**On: 11 November 2020**

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

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**Heading: Treasury Management Mid-Year Review 2020-2021**

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**1. Summary**

1.1 This mid-year report has been prepared in compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services Code of Practice. The report covers the following:

- an economic update for the first half of the 2020-2021 financial year;
  - a review of the Treasury Management Strategy Statement 2020-2021, incorporating the annual investment strategy;
  - a review of the Council's investment portfolio for 2020-2021;
  - a review of the Council's borrowing strategy for 2020-2021; and
  - a review of compliance with treasury management indicators for 2020-2021.
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**2. Recommendations**

2.1 It is recommended that Members note the treasury management activity for the period 1 April 2020 to 9 October 2020.

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### 3. Economic update

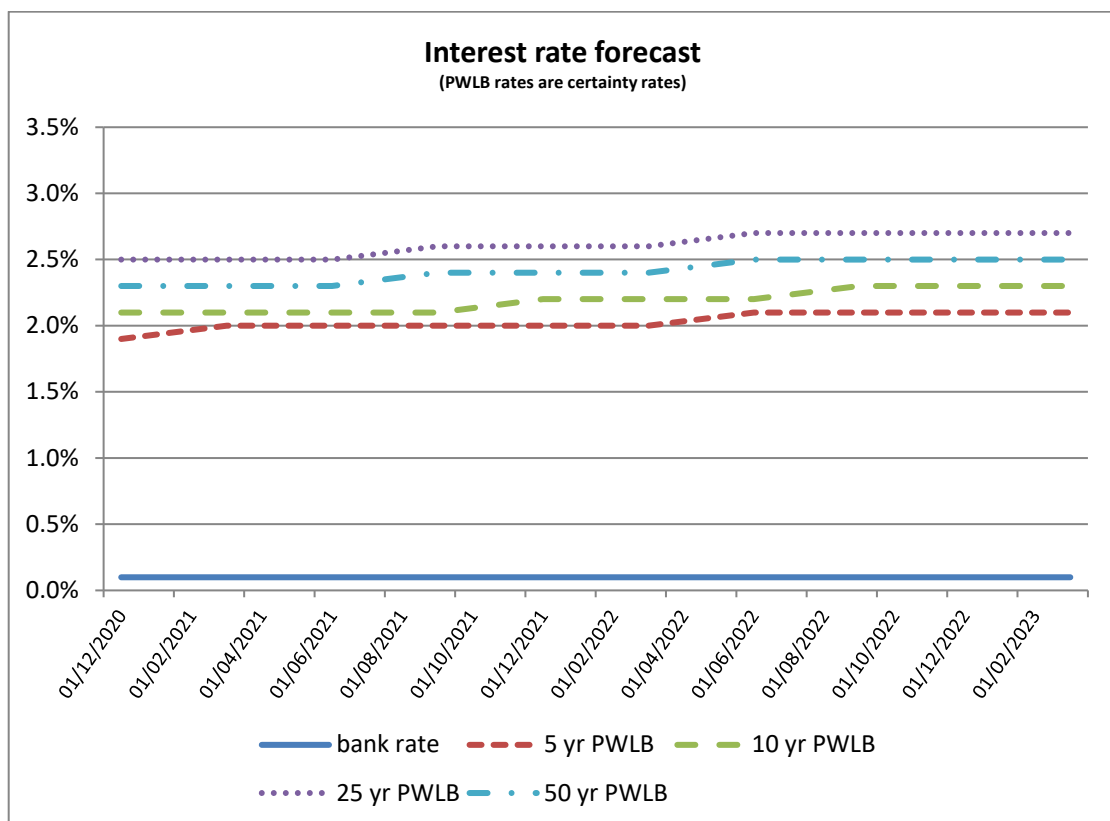
- 3.1 The following paragraphs outline a review of the economy over the first half of 2020-2021. Over this period the UK economy suffered a significant downturn related to the Coronavirus pandemic, with a 23% fall in GDP. The Bank of England forecast that recovery is unlikely to be “V” shaped, with significant downside risks to the pace of recovery linked to the potential of a second wave of the pandemic; and also ongoing risks around Brexit.
- 3.2 The wind down of the initial furlough scheme through to the end of October is another development that could cause the Bank to review the need for more support for the economy later in the year. The Chancellor has announced a second six-month package from 1<sup>st</sup> November of government support for jobs whereby it will pay up to 22% of the costs of retaining an employee working a minimum of one third of their normal hours. There was further help for the self-employed, freelancers and the hospitality industry. However, this is a much less generous scheme than the furlough package and will inevitably mean there will be further job losses from the 11% of the workforce still on furlough in mid-September. The last three months of 2020 are now likely to show no growth as consumers will probably remain cautious in spending and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year will also be a headwind. There will be some painful longer-term adjustments as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever. There is also likely to be a reversal of globalisation as this crisis has shown up how vulnerable long-distance supply chains are. On the other hand, digital services is one area that has already seen huge growth.
- 3.3 The Bank of England’s Monetary Policy Committee (MPC) kept the Bank Rate unchanged on 6<sup>th</sup> August. It also kept the level of quantitative easing at £745bn.
- 3.4 The Bank also downplayed any idea of using negative interest rates, at least in the next six months or so. It suggested that while negative rates can work in some circumstances, it would be “less effective as a tool to stimulate the economy” at this time when banks are worried about future loan losses. It also has “other instruments available”, including QE and the use of forward guidance.
- 3.5 **Credit background:** Although the credit rating agencies changed their outlook on many UK banks from stable to negative outlook during the quarter ended 30<sup>th</sup> June 2020 due to upcoming risks to banks’ earnings and asset quality during the economic downturn caused by the pandemic, the majority of ratings were affirmed due to the continuing strong credit profiles of UK banks. However, during Q1 and Q2 2020, banks made provisions for *expected* credit losses and the rating changes reflected these provisions. As we move into the next quarters, more information will emerge on *actual* levels of credit losses. This has the potential to cause rating agencies to revisit their initial rating adjustments earlier in the current year.

These adjustments could be negative or positive, although it should also be borne in mind that UK banks went into this pandemic with strong balance sheets.

#### 4 Interest rate forecasts

4.1 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to 0.25%, and then to 0.10%, it left Bank Rate unchanged at its meeting on 6<sup>th</sup> August (and the subsequent September meeting). As shown in the forecast graph below, no increase in Bank Rate is expected within the forecast horizon ending on 31<sup>st</sup> March 2023 as economic recovery is expected to be only gradual and, therefore, prolonged.

4.2 The Council's Treasury Advisers are Link Treasury Services Ltd and their central case is for Bank Rate to remain unchanged for the rest of this year and for all of 2021. The overall balance of risks to economic growth in the UK is probably relatively even but is subject to major uncertainty due to the virus.



4.3 There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations.

However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, could impact gilt yields, (and so PWLB rates), in the UK.

4.4 From the Council's borrowing perspective, HM Treasury imposed two changes of margins over gilt yields for PWLB rates in 2019-20 without any prior warning. The first took place on 9<sup>th</sup> October 2019, adding an additional 1% margin over gilts to all PWLB period rates. That increase was then partially reversed for some forms of borrowing on 11<sup>th</sup> March 2020, but not for mainstream General Fund capital schemes. It also announced that there would be a consultation with local authorities on possibly further amending these margins; this was to end on 4<sup>th</sup> June, but that date was subsequently put back to 31<sup>st</sup> July.

4.5 Following the changes on 11<sup>th</sup> March 2020 in margins over gilt yields, the current situation is as follows: -

- **PWLB Standard Rate** is gilt plus 200 basis points
- **PWLB Certainty Rate** is gilt plus 180 basis points
- **PWLB HRA Standard Rate** is gilt plus 100 basis points
- **PWLB HRA Certainty Rate** is gilt plus 80bps
- **Local Infrastructure Rate** is gilt plus 60bps

4.6 It is possible that the non-HRA Certainty Rate will be subject to revision downwards after the conclusion of the PWLB consultation; however, the timing of such a change is currently an unknown, although it would be likely to be within the current financial year.

4.7 As the interest forecast graph for PWLB above shows, there is likely to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020/21

## **5 Review of the Treasury Management Strategy Statement 2020-2021 (incorporating annual investment strategy) as at 9 October 2020**

5.1 The Treasury Management Strategy Statement for 2020-2021 was approved by Council on 9 March 2020. The Council's annual investment strategy, which is incorporated in the Treasury Management Strategy Statement, sets out the Council's investment priorities as follows:

- the security of capital and
- the liquidity of its investments.

- 5.2 The Council also aims to achieve the optimum returns on its investments commensurate with the proper levels of security and liquidity. Investments and borrowing during the first six months of the year have been in line with the strategy and there have been no changes to the policies set out in the Treasury Management Strategy Statement 2020-2021. The details in this report update the position in light of the updated economic position and budgetary changes already approved.

## **6 Review of borrowing and investments over the period 1 April 2020 to 9 October 2020**

- 6.1 The Council's net borrowing position as at 9 October 2020 is shown in Appendix 1.
- 6.2 During the period 1 April 2020 to 9 October 2020 the Council's total external borrowings have decreased by £1.22 million to £220.05 million, due to the scheduled repayments of PWLB debt.
- 6.3 During this period, temporary investments have increased from £115.80 million to £183.18 million. The increase in investments is after financing the £1.22 million of debt repayment and reflects:
- the re-profiling of elements of the current capital programme due to the pause in construction activity during and following the coronavirus lockdown period;
  - the "front-loading" (that is, more income being received in the early part of the year) of revenue support grant income.
- 6.4 The Director of Finance and Resources confirms that, during the period 1 April 2020 to 9 October 2020, the approved limits set out within the annual investment strategy sections of the Treasury Management Strategy Statement 2020-2021 were complied with. The Council only invested with institutions listed in the Council's approved lending list. Similarly, only permitted investment vehicles were used, mainly call accounts, fixed term deposits and money market funds.
- 6.5 In accordance with CIPFA's Treasury Management in the Public Services Code of Practice, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.
- 6.6 The table below shows the average interest rate achieved by the Council on its temporary investments during the period 1 April 2020 to 9 October 2020. The table also shows for comparison the benchmark comparator, which is the average 7-day LIBID rate (uncompounded). (The 7-day LIBID rate is the London Interbank Bid Rate, being the rate at which a bank is willing to borrow from other banks, for borrowings of a maturity of seven days.)

The LIBID benchmark is closely related to the LIBOR benchmark; both of which are being phased out from 2021 following evidence in recent years of manipulation of these rates. A comparable benchmark in terms of evaluating short term investment returns is SONIA – the Sterling Overnight Index Average – which reflects bank and building societies actual overnight funding rates in Sterling and is administered by the Bank of England. In future reports the SONIA benchmark will be used; however both benchmarks are detailed in the table below.

Interest rates achieved on investments	Average value of investments	Actual rate of return	Benchmark return
Internally managed investments	£140.29m	0.567%	-0.057% (LIBID) 0.061% (SONIA)

## 6.7 Debt rescheduling

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

## 7 Review of compliance with treasury management indicators for 2020-2021

7.1 During the period 1 April 2020 to 9 October 2021 the Council complied with the approved treasury management indicators as set out in the Treasury Management Strategy Statement 2020-2021. These indicators relate to:

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

7.2 In addition to the treasury management indicators referred to at 7.1, there are two *prudential* indicators (as set out in the Prudential Framework for Capital Finance and Treasury Management Strategy Statement 2020-2021, approved by Council on 9 March 2020) which are of particular relevance to the Council's treasury management strategy:

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



- 7.3 During the period 1 April 2020 to 9 October 2020 the Council operated within the operational boundary for external debt, and within the authorised limit for external debt. These indicators, along with the Council's actual external debt, are shown in Appendix 2.
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## Implications of the Report

1. **Financial** – As described in the report. The Treasury Management Strategy Statement and treasury management indicators assist in providing assurance that the Council's treasury management activities and longer term plans are affordable, prudent and sustainable.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** – Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – The Treasury Management Strategy Statement and treasury management indicators provide a framework to take forward the Council's treasury activities in the context of the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This mid-year review report demonstrates that the treasury management activities carried out during the period 1 April 2020 to 9 October 2020 have been consistent with the Treasury Management Strategy Statement 2020-2021 and have complied with the treasury management indicators set out in the Strategy Statement

- 11.           **Privacy Impact** – none
- 12.           **COSLA Policy position** – none
- 13.           **Climate risk** - none

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**List of Background Papers**

None

**Author:**       Alastair MacArthur – 0141 618 7363

## Appendix 1

<b>Borrowing and investment position as at 9 October 2020</b>						
	<b>balance at 01-Apr-20</b>	<b>new borrowing in 2020-2021</b>	<b>principal repayments</b>	<b>debt restructuring</b>	<b>net cash movements</b>	<b>balance at 09-Oct-20</b>
<b><u>Long term borrowings</u></b>						
PWLB - fixed	168,357,429.17	-	(1,223,838.63)	-	-	167,133,590.54
PWLB - variable	-	-	-	-	-	-
Market loans	52,916,000.00	-	-	-	-	52,916,000.00
	221,273,429.17	-	(1,223,838.63)	-	-	220,049,590.54
<b><u>Short term borrowings</u></b>						
Temporary loans	-	-	-	-	-	-
	-	-	-	-	-	-
<b><u>Total external borrowings</u></b>	221,273,429.17	-	(1,223,838.63)	-	-	220,049,590.54
<b><u>Investments</u></b>						
Fixed term deposits	93,000,000.00	-	-	-	57,830,000.00	150,830,000.00
Notice accounts	-	-	-	-	-	-
Call accounts	600,000.00	-	-	-	-	600,000.00
Money market funds	22,200,000.00	-	-	-	9,550,000.00	31,750,000.00
<b><u>Total investments</u></b>	115,800,000.00	-	-	-	67,380,000.00	183,180,000.00
<b><u>Net borrowing</u></b>	105,473,429.17	-	(1,223,838.63)	-	67,380,000.00	36,869,590.54

## Appendix 2

Treasury Management Indicators as at 9 October 2020				
	2020-2021 estimate	2020-2021 probable	2021-2022 estimate	2022-2023 estimate
<b><u>Authorised limit for external debt</u></b>	£449m	£409m	£561m	£601m
<b><u>Operational boundary for external debt</u></b>	£431m	£393m	£537m	£575m
<b><u>Actual external debt at 9 October 2020</u></b>	n/a	£291.49m	n/a	n/a
<b><u>Upper limit for fixed interest rate exposure (borrowing)</u></b> expressed as percentage of total net outstanding principal	100%	n/a	100%	100%
<b><u>Upper limit for variable interest rate exposure (borrowing)</u></b> expressed as percentage of total net outstanding principal	25%	n/a	25%	25%
	new borrowing in 2020-2021		total of all borrowing	
	value	maturity structure	upper limit	actual at 9 Oct 2020
<b><u>Maturity structure of fixed rate borrowing</u></b>				
under 12 months	0	0%	15%	0.01%
12 months and within 24 months	0	0%	15%	0.38%
24 months and within 5 years	0	0%	45%	3.50%
5 years and within 10 years	0	0%	50%	2.28%
10 years and above	0	0%	100%	93.83%



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

**On: 11 November 2020**

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

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**Heading: Service Update**

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## **1. Summary**

- 1.1 Following on from the previous Service Update presented to board on 2 September 2020, this report provides a further update to the Finance, Resources and Customer Services Policy Board on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update to 31 March 2020. Due to the coronavirus pandemic and the pausing of Policy Boards, the annual Service Improvement Plan 'outturn' reports were not presented to board. This appendix covers all performance indicators and actions as outlined in the Service Improvement Plan for 2019/2, with updates to the end of March 2020.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services yet due to the outbreak of the Coronavirus pandemic and the cancellation of the March board meeting the Finance, Resources and Customer Services plan was not approved by this board. The majority of actions and activities did not proceed or were not undertaken in the same way due to Covid-19.
- 1.4 Work is underway to develop Service Improvement Plans for 2021/22, these will have a strong focus on recovery and renewal rather than solely improvement. These will also fully reflect the social, economic and financial recovery plans being progressed. Proposals in relation to future service planning are currently being developed.

## **2. Recommendations**

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

- note the content of this report; and
- note the performance information for 2019/20 as appended to this report.

## **3. Background**

3.1 In the previous Service Update reported to the Finance, Resources and Customer Services Policy Board on 2 September 2020, the Council's response to the coronavirus from March 2020 to September 2020 was outlined - our partnership approach, our move to protect and support our employees and communities, particularly vulnerable people across the area.

3.2 The service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and related restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.

3.3 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.

3.4 Recent weeks have shown the local and national position continues to change rapidly - restrictions began to be eased in line with the Scottish Government's routemap and more recently were tightened in some areas, including in Renfrewshire, due to increasing levels of transmission of the virus. The situation across Scotland, the UK and globally has shown areas of progress and areas for concern, and national policy has flexed to respond to this. While working towards a recovery position and hopeful of the resumption of more services to our communities, the service and the Council remain ready to respond to rapid changes in our local approach.

3.5 Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government and the service will also continue to respond to this. Partnership working with local businesses, communities and other public sector organisations will be vital as we continue to build on our learning from Covid-19.

3.6 This report gives a broad overview of the key areas which continue to be impacted by the Covid-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.

#### **4. Update for Finance, Resources and Customer Services Policy board**

- 4.1 The full financial impact from the Covid-19 pandemic has still to be fully realised and officers continue to support the national Covid-19 costing exercise being coordinated through COSLA. The full year estimated costing exercise has continued over the summer period and is subject to regular revision to keep it aligned as closely as possible to the developing and forecast impact on Council services and local communities over 2020/21.
- 4.2 Council tax recovery has commenced following a four month pause. In advance of reminders being issued, customers who normally paid were contacted directly by the revenues team to offer support and direct applications to Council Tax Reduction. The Summary Warrant is now in place, and follow-up activity is now being carried out by the Council's debt partner to support recovery of Council Tax due. Where customers indicate that they are struggling a range of measures are in place to provide advice and support.
- 4.3 Digital services and connectivity continue to be fundamental during the pandemic. Renfrewshire's digital strategy has been developed and was approved by the Leadership Board in September. The strategy outlines an approach to embedding digital across all that the Council does and to ensure that it works collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business.
- 4.4 The Council is taking a long-term approach to transform connectivity and have put in place a 15-year framework which will enable the Council to meet its needs now and in the future. It was confirmed in September that full fibre specialists City Fibre is investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity.
- 4.5 A full cycle of virtual board meetings was implemented and supported, including the first full council meeting held virtually for all elected members. The next cycle of board meetings will also take place virtually due to the restrictions in place on the reopening of offices.
- 4.6 The Right for Renfrewshire transformational programme was paused at the beginning of the pandemic to allow the Council to implement its emergency response. The programme is currently being restarted by the Corporate Management Team with the initial focus being on stepping back up the implementation of tranche 1.
- 4.7 Employee health and wellbeing continues to be a priority for the HR and OD team which recently conducted a review of the support that the organisation provides to the Council's workforce, with a particular focus on health and wellbeing in light of Covid-19. The impact on employees will continue to be subject to regular reviews as new ways of working are established, whether that remains working from home or a return to office environments.

A new staff engagement tool will be trialled between October 2020 and January 2021 to improve engagement across the whole workforce, with a particular focus on employee health and wellbeing.

- 4.8 In November, the HR and OD team will launch virtual training on the Council Values for managers across the Council. The training aids managers in thinking about how to incorporate the council values into their own work and that of their teams. Subsequently, all-staff values training will be rolled out in January 2021.

## 5. Key priorities until next Board cycle

- 5.1 Priority areas for the service over the coming months include:

**Financial sustainability** – continue to work with COSLA on the impact of Covid-19 costing exercise to ensure we have an up-to-date financial position. Preparations will also begin on the 2021/22 budget. It is recognised there will be a lasting impact across Renfrewshire from Covid-19 in relation to social and economic impact which will undoubtedly place additional demand on the Council to play a key leadership role. Re-focusing and re-purposing of existing resources and programmes towards the most important priorities that emerge will be critical as well as protecting the Council's ability to deliver existing plans.

**Supporting the Council's recovery plan** – specifically the financial and organisational recovery workstreams. It is recognised that as the recovery agenda develops, new priorities that will be critical to the overall recovery process may emerge that will require support and resources from Finance and Resources.

**Supporting employees** – this will include the roll out of the employee flu vaccination programme. Support will be provided to employees to continue to work from home as the default position, and once approved to manage and support employees to return to the office. A new People Strategy is currently being developed which will integrate the Council's approach to organisational development and workforce planning into one strategy. It will support services and employees during the Council's recovery from Covid-19 and during transformation programmes over the coming years.

**Contingency Planning** – currently planning for several scenarios and local case management to provide public and staff reassurance where required. The Council and service is reviewing and learning from experiences and building in flexibility, ensuring that we can support services to stand up and down to respond to any potential future clusters or local and national lockdowns.

**Support for people self-isolating** – Self-Isolation Support Grants (SISGs) – The Scottish Government is, through the Scottish Welfare Fund (SWF) administered by local authorities, providing a grant of £500 to individuals who are in receipt of low-income benefits and who lose income as a result of being required to self-isolate to prevent the spread of Covid-19. The scheme opened on 12 October 2020 and will last until 31 January 2021.

Customers seeking support are encouraged to call the National Assistance helpline staffed by Contact Centre staff who assist customers with an application and also triage customers seeking wider support and routing any requirements to the local assistance team. Decisions on eligibility to the SISG are being made by SWF staff who have access to DWP data to verify receipt of low-income benefits and that the



customer has been asked to self-isolate by Trace and Protect.

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## **Implications of the Report**

**1. Financial** – any financial impact from Covid-19 referenced in this report will be progressed through the Council's financial and budget planning process.

**2. HR & Organisational Development** – Any staffing changes from Covid-19 referenced in this report will be progressed through the Council's HR policies, including home working and flexible working.

**3. Community/Council Planning** – Covid-19 has impacted on the operations of Council partners and on services to the community. This paper highlights the work being undertaken to mitigate this impact as far as possible and to maintain essential services for the safety and wellbeing of the community.

**4. Legal** – none

**5. Property/Assets**- the majority of council buildings have remained closed during the pandemic. As buildings start to reopen in line with the Scottish Government's routemap, adjustments may have to be made to physical spaces to allow for social distancing and to comply with relevant guidance.

**6. Information Technology**- ICT staff continue to ensure employees have the capability to work from home in line with government guidance.

**7. Equality & Human Rights** – The recommendations 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. Yet the Council will need to continue to monitor the impact of Covid-19 and the disproportionate impact it may have on certain communities or groups of people across Renfrewshire.

**8. Health & Safety** – Advice and guidance is being given to protect the health and safety of employees when carrying out priority services for the Council in line with guidelines.

**9. Procurement** – none

**10. Risk** – The risk from the Covid-19 pandemic continues to be assessed in terms of risk to services, employees and the community.

**11. Privacy Impact** – none

**12. COSLA Policy Position** – none

**13. Climate Change** – none

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**Author: Gemma Wilson, Planning and Policy Development Officer**





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## Appendix 1


Please note - many actions relate to longer term projects and therefore the progress indicates the progress made against 2019/20's expected outcomes, not whether the project itself is complete. Essentially this shows whether the service achieved what it expected to in the year up to March 2020.



### Finance & Resources: Service Improvement Plan 2019-2022 - Action Plan






Action Status	
	Overdue
	Check Progress
	In Progress
	Completed

#### Outcome 1 - Reshaping our place, our economy and our future

Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.01.01	Continue to revise and implement the Financial Strategy, which will focus on delivering required savings through the transformation		100%	31-Mar-2020	The financial strategy is continually revised and adjusted in light of new information, such as with the Scottish Government Medium Term Financial Strategy and the UK Government Spending Round. These provide	16-Sep-2020



Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
	programme and effective workforce planning				indications of the public sector financial environment and central government intent.	
FRSIP.19.01.02	Deliver on major infrastructure investment programmes, such as City Deal, Schools Estate Programme, Cultural Regeneration Infrastructure etc, by providing high quality professional services, which include property, ICT, legal and human resources services.		90%	31-Mar-2021	<p>Governance arrangements have been established for the Cultural Infrastructure Programme (CIP), the Early Years Programme (EYP) and City Deal programme. Design teams have been established and development has commenced on all CIP projects including Paisley Town Hall, Paisley Arts Centre, Paisley Museum and the new Learning and Cultural Hub. Disruption management projects, including the temporary Paisley Library, are complete and operational. Programme/Project development and construction had commenced, in liaison with Children's Services, on the EYP projects.</p> <p>All major infrastructure programmes were paused in March 2020 due to the Coronavirus pandemic.</p>	02-Oct-2020
FRSIP.19.01.03	Support the ongoing development of community engagement and participation, in particular for community assets transfer applications.		100%	31-Mar-2021	<p>Community Asset Transfer requests are being progressed through the Community Asset Transfer Panel and Infrastructure, Land &amp; Environment Policy Board (ILE). Nine requests were received during 2019/20, with one request being approved whilst the other eight were either at initial stage or did not comply with the requirements of the Community Empowerment Act.</p> <p>Staff continue to work positively with all applicants to develop applications/proposals.</p>	16-Sep-2020

### Outcome 3 - Tackling inequality, ensuring opportunities for all



Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.03.04	Promote organisational awareness of fraud risks and investigate and reduce the fraudulent activity on Council services and comply with Audit Scotland's national fraud initiative		100%	31-Mar-2020	Organisational awareness sessions continue to be delivered as necessary. Counter fraud activity is continuing in line with the business plan.	16-Sep-2020
FRSIP.19.03.05	Continue to provide effective support following the introduction of full service and make appropriate adjustments once clarity emerges from the UK Government on their planned timeline for the managed migration for Universal Credit Full Service		100%	31-Mar-2020	Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC are gradually rising month on month and are in line with the council's estimates. The council directs people to the CAB help to claim service and provides support in relation to council tax reduction and housing costs. The DWP is currently piloting the rollout of managed migration in the Harrogate area in England, with no significant wider rollout expected before April 2021.	16-Sep-2020
FRSIP.19.03.06	Continue to monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts		100%	31-Mar-2020	Well-developed management arrangements are in place to monitor UC rollout and the change in HB and CTR caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities.	16-Sep-2020
FRSIP.19.03.07	Support the development and delivery of the early learning and childcare expansion plans, including: • financial planning, • delivery of workforce expansion and; • new facilities to provide increased placements by 2020/21		100%	31-Mar-2021	Finance & Resources Heads of Service covering Finance, Property and CBS actively contribute to planning and decision making at programme Board level. Officers from Finance & Resources sit on the operational groups overseeing the development of workstream plans. Finance support continues to be provided to support the development of the next phase of schools' investment; including engagement with COSLA, SFT and the Scottish Government on the developing funding model for the new school investment programme	06-Oct-2020






Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
					<p>In March, the Scottish Government removed the legal duty on councils to provide 1140 hours of early learning and childcare to all three and four-year-olds and eligible two-year-olds by August 2020.</p> <p>The CBS Employee Services has continued to support the recruitment of staff to the variety of roles required to support the delivery of the extended service, and CBS managers supporting schools and Early Years centres are continuing to work with the project and Heads of Establishment to deploy admin resources in support of the agreed service requirements for those nurseries able to provide the 1140 hours.</p>	





#### Outcome 4 - Creating a sustainable Renfrewshire for all to enjoy

Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.04.08	Continue to meet the Scottish Government's targets and expectation on Carbon Reduction Measures		100%	31-Mar-2020	The Council's Carbon Management Plan 2015-2020 was approved by the Planning & Property Policy Board on 11th November 2014. The Plan sets a target reduction of 36% carbon emissions from the 2012/13 baseline by March 2020. The Update Report provided to Infrastructure, Land & Environment Policy Board on 22 January 2020 evidenced progress exceeding target.	16-Sep-2020
FRSIP.19.04.09	Implement the new Council's Carbon Management Plan commencing in April 2020.		100%	31-Mar-2021	Work on the Council's new carbon management plan had started and developments/requirements from the cross-party working group on Climate Change will feed directly into the new plan. However, work was paused due to the Covid-19 pandemic.	16-Sep-2020



## Outcome 5 - Working together to improve outcomes






Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.05.10	Monitor the impact of Brexit developments on the impact of the Council's revenue and capital budgets		100%	31-Mar-2019	The Council continues to assess the unfolding implications of differing Brexit scenarios, including possible electoral events, and possible financial and operational implications from a "no-deal" scenario.	16-Sep-2020
FRSIP.19.05.11	Successfully develop and lead the delivery of the new transformation programme across the Council		90%	31-Mar-2021	<p>The latest phase of the Council transformation plan, to be branded '<b>Right for Renfrewshire</b>', will adopt a new approach to identifying, developing and designing new change and transformation opportunities. As noted in the February Leadership Board report, over the course of the second half of 2019, the Corporate Management Team undertook a significant amount of work to take forward a series of structural service redesign processes across a range of areas of the Council's existing service arrangements as part of the tranche 1 of the programme. The tranche 1 redesigns have provided an appropriate spread across Council services to avoid the risk of over burdening any specific area of the Council as well as balancing the first phase across service areas that have generally been less heavily impacted by change over recent years and encapsulates the following redesigns: Customer and Transaction Services; Placeshaping; Community Development; Community Protection; Facilities Management; and Prevention and Early Intervention.</p> <p>Over the final quarter of 2019, work was progressed to seek formal expressions of interest in voluntary services for sections of the workforce within the scope of tranche 1. As at February 2020, over 2,600 letters were issued to employees, of which 580 expressed initial interest. Of these 580, 362 employees confirmed a willingness to voluntarily leave the Council's employment.</p> <p><b>Due to Covid-19 pandemic, the Right for Renfrewshire programme was paused to allow the council to concentrate on the emergency response and those employees who had formally agreed VR/VER leaving date were asked to postpone this date until 31 March 2021.</b></p>	16-Sep-2020

Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.05.12	Implement the next phase of Business World and continue to exploit the functionality, to enhance service delivery and deliver efficiencies across the Council		100%	31-Mar-2021	Good progress continues to be made with the implementation of Business World. Completed Finance Income / Debtors Reconciliation working with Core Team resources and also new process opportunities. Introduced using own device for Business World for staff and guidance developed. Several HR reports developed and in use such as Unplanned Absence report, Overtime report, Gender Pay report etc.	16-Sep-2020
FRSIP.19.05.13	Capture benefits realisation and tracking from implementing the initial phases of Business World and investigate the potential for future phases of the project		100%	31-Mar-2021	A corporate Benefits Management Strategy, guidance for benefits management, and Benefits Management tools (profiles and tracker) has been developed, has been reviewed by the Strathclyde Business School and has been given feedback from them as industry leading. Consultation with project professionals on a wide variety of projects has been undertaken to assess the tools suitability for the wide variety of projects the council undertakes. These tools will be deployed to identify and track benefits on the initial stages of BW as well as the next stages of BW.	05-Sep-2020
FRSIP.19.05.14	Implement ICT strategy and review progress.		75%	31-Dec-2019	The current ICT Strategy expires in December 2020. A review of outstanding actions is underway and these will feed into the new ICT Strategy   2020 - 2023 which is currently under development and will also take into account other factors including Right for Renfrewshire and the roll of ICT during the Covid-19 pandemic.	16-Sep-2020
FRSIP.19.05.15	Develop and launch a Digital Connectivity Strategy in 2019		100%	31-Mar-2021	Following the completion of a Connectivity Strategy (with the help of a third party), a draft strategic outline business case for Connectivity as a Service (CaaS) has been developed and approved by the Director of Finance & Resources. A framework agreement has been put in place with digital connectivity specialists CommsWorld for the provision of digital connectivity to Council sites, meeting the Council's current and potential future connectivity needs.	16-Sep-2020
FRSIP.19.05.16	Completion of the data centre migration project to the cloud		100%	31-Mar-2020	All core business systems have been migrated from the Council's on-premise data centres in HQ to Pulsant data centres in Edinburgh or cloud hosted solutions	07-Oct-2020

Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.05.17	Implement the Customer Service Strategy and the Digital First Services, by putting service users at the centre and maximising the opportunity were appropriated to digitise, standardise and automate services		100%	31-Mar-2021	Service design principles and activities are being deployed in all Digital First work to ensure that user needs are understood and that services and processes are designed with these needs at the core. 52,000 customers have signed up to use the MyAccount customer. Automation of routine processes is being deployed in CBS, with a clear pipeline of opportunities for automation being identified, evaluated and deployed where appropriate. A new Digital Strategy will be developed during 2020.	16-Sep-2020
FRSIP.19.05.18	Implement the Finance and Resources' workforce plan		100%	31-Mar-2019	The current Council Workforce Plan (2017-2020) is coming to an end this year and will be replaced by a new People Strategy.  Significant progress has been made to deliver the Finance and Resources Workforce Plan, with positive activity around communication and engagement, supporting career pathways including professional traineeships and qualifications, mentoring and coaching in support of succession planning and health and wellbeing initiatives aligned to national campaigns delivered in partnership with Occupational Health, Employee Assistance providers and third sector partners.	05-Oct-2020
FRSIP.19.05.19	Review and identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council as an employer of choice		100%	31-Mar-2020	Since the recruitment policy was approved by Members, colleagues from HR & OD, CBS and Business World teams have been reviewing the local recruitment processes in place to support the new policy principals and develop new training for employees and managers. Work is continuing to streamline processes and improve user and candidate experience.  Work is underway to embed the new values across the full recruitment process from advert to interview and onboarding / induction to enhance the council as a destination employer of choice. In addition, national initiatives such as Carers Positive and Disability Confident are visible in the process and employee benefits are visible to candidates.	13-Oct-2020
FRSIP.19.05.20	A Talent Management approach will be embedded across the Council and service as part of the process to support succession planning across the workforce		50%	31-Mar-2021	Council and service workforce planning approaches to support succession planning across all services continue to be implemented and supported by HR and OD. FARS had strong participation in phase 1 Cross-Organisational Mentoring programme launched in 2019 with 5 mentors and 8 mentees involved from the service.	13-Oct-2020



Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
					<p>Professional trainees were recruited in 2019 to grow talent in Finance – trainees are studying the CIPFA qualification over the course of 3 years. FARs employees are also participating in Graduate Level apprenticeships funded through Skills Development Scotland in partnership with Glasgow Caledonia University. Managers are receiving professional Coaching to support performance and career development.</p> <p>Talent is also managed through the performance appraisal process to identify high performing employees and specific talent in expert areas, creating a high performing and sustainable workforce capable of meeting future challenges.</p>	
FRSIP.19.05.21	Ensure the preparedness of the Council for the next European Parliamentary Elections in 23rd May 2019, Scottish Parliament Elections due to be held on 6 May 2021 and Scottish Local Elections also scheduled for May 2022		100%	31-Mar-2021	The Council was required to conduct the European Parliamentary Elections on 23rd May 2019. The notice of these elections was restricted given that the elections were called shortly before the polling day due an extension to the Brexit leaving date. The elections were conducted successfully. Limited preparation work is underway for the 2022 Local Government Elections with the Council having representation on the Scottish Government's eCounting Project Board. A member of staff from the Council's Project Management Team has been seconded to the Scottish Government to assist with the running of this project.	16-Sep-2020
FRSIP.19.05.22	Organisational Development will work in collaboration with policy and communication colleagues to develop a Council brand and values		100%	31-Dec-2019	A project team consisting of Organisational Development, Policy & Commissioning and Marketing & Communications delivered a programme of engagement for all employees, elected members and communities to develop a set of new Council Values throughout April – June 2019. In total circa. 4,000 individuals were engaged, including employees, elected members and local people. The top 10 values were established and were translated into meaningful statements that all employees can live by, and will be rolled out across the council in the summer. The OD team will ensure these values are embedded into our policies and guidance including recruitment, induction, training and performance appraisal.	16-Sep-2020

Action Code	Action	Status	Progress	Due Date	Explanation of Performance	Latest Note Date
FRSIP.19.05.23	Improve internal communication and staff engagement for the service, which will feed into developing the Council's core values and corporate culture		100%	30-Oct-2020	New approaches to communication and staff engagement, such as the use of Yammer and Microsoft Teams, was approved by the Senior Management Team for the service and are now being used by staff.	16-Sep-2020
FRSIP.19.05.24	Support the implementation of continuous improvement and self-assessment models across the service		30%	31-Mar-2021	Work on the new model of self-assessment was paused to allow for the staff engagement in the council's values and the transformation programme, however Renfrewshire Council continues to be active in this area, participating in a national working group to review and refine the PSIF model.	25-Sep-2019
FRSIP.19.05.25	Implement the new Health, Safety and Well-Being strategy 2018/21		100%	31-Mar-2021	The key points from the Strategy have been communicated across the organisation through Services' health and safety planning groups and shared at the Corporate Health and Safety Committee. Services have embedded the relevant KPIs into their health and safety plans.	16-Sep-2020
FRSIP.19.05.26	Continue to assess and improve the suitability of office accommodation and action the corporate asset strategy		100%	31-Mar-2021	Major improvement works have been undertaken across the office portfolio in recent years. Renfrewshire House has recently benefited from Lift Improvement works as well as Roofing works and various alterations. Abbey House is benefitting from window and curtain walling replacements.  A review of the Council's current accommodation portfolio was undertaken as part of the Right for Renfrewshire programme.	16-Sep-2020
FRSIP.19.05.27	Participation in the senior officer group for the Drugs and Alcohol Commission		90%	31-Mar-2020	It is anticipated that the Alcohol and Drugs commission will present its recommendations early 2020 to Renfrewshire Community Planning Partnership, the service will continue to support the work of the commission throughout this time. The findings from the Commission have been postponed due to Covid-19.	16-Sep-2020

## Finance & Resources: Service Improvement Plan 2019-2022












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




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FRAMT01	Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council						11	6	Not measured for Quarters		Performance for 2019/20 is 11 months against a statutory target of 6 months. One transfer took place last year which took 11 months for the lease to be signed in August 2019. Other authorities have also raised concerns on the difficulty for councils to meet the legislative target of 6 months and a more realistic target would be 12 months. It can be extended by agreement with the applicant.

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













Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				20.3	24	17.26	24	17.26	24	Processing speed for New Claims was well within target for 2019/20







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				7.03	10	5.25	10	5.25	10	Processing of Changes of Circumstance was well within target for 2019/20
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				1	2	1	2	1	2	The service continues to process Crisis Grants well within target.
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				11	15	6	15	6	15	The service continues to process Community Care Grants well within target.




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

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FRSIP22	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020)				55.7%	35.5%		36.2%	Not measured for Quarters		The 2019/20 data is not available at present

## Service Outcome 5: Working together to improve outcomes



















Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FCSCSU07	Customer Service Unit - % of calls answered				93%	90%	94%	90%	90%	90%	Target has been achieved and maintained throughout the reporting year
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)				61%	70%	64%	70%	64.32%	70%	Service Level was impacted over the summer of 2019 as resource levels were impacted by vacancies on top of annual leave, this recovered from September where service levels were then reported above 65% for the remainder of the year, with the exception of March 2020 which was impacted in the last week by Covid-19 lockdown.
FCSKPI08	Cost of collecting council tax per chargeable dwelling				10.88	16.25	8.75	16.25	Not measured for Quarters		<p>This indicator reports on the cost of collecting Council Tax per chargeable dwelling.</p> <p>For 2019/20, the total cost of collecting Council Tax for Renfrewshire Council is £774,164.58</p> <p>(this figure excludes income from statutory additions because debt recovery is fully outsourced).</p> <p>The number of eligible dwellings in 2019/20 is 88,466.</p> <p>Cost per dwelling is therefore £8.75.</p> <p>This is a 19.6% reduction on the prior year, following a review of central support recharges that has seen the support cost figure reduce by 18%. In addition, there is a 40% increase in legal costs recovered and a 0.9% increase in the number of dwellings.</p>
FCSKPI01	Percentage of Council Tax due in the year, collected				96.02%	96%	96.02%	96%	96.02%	96%	This indicator reports on the percentage of Council Tax due that is collected by the Council.




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
	by the end of the year (cumulative position to date)										<p>Income received from Council Tax for the year = £78,617,449.12 (B105)</p> <p>Income due from Council Tax for the year excluding all water charges and outstanding Council Tax = £110,289,695.00 (D25)</p> <p>Less reliefs and CTR due to Council Tax for the year = £28,411,315.26 (D32+D39+D41+D50+B112)</p> <p>Net income due figure to be used £110,289,695.00 - £28,411,315.26 = £81,878,379.74 (B96+B113)</p> <p>Percentage of income due from Council Tax for the year that was received by the end of the year = 96.02%</p> <p>£78,617,449.12/£81,878,379.74 = 96.02%</p>
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				92.21%	96%	92.06%	96%	92.06%	96%	<p>The indicator shows that the Council paid 92.06% of invoices within 30 days of receipt.</p> <p>Total number of invoices received = 224,972</p> <p>Total number of invoices paid within 30 days = 207,100</p> <p>Percentage of invoices paid within 30 days of receipt = 224,972 / 207,100 = 92.06%</p>
FRCMT14a	The proportion of operational accommodation in satisfactory condition.				95.2%	92%	94.45%	93%	Not measured for Quarters		<p>The 2019/20 measure of condition shows a minor decrease to 94.45%, despite the new primary school developments being completed. e.g. St. Fergus Primary, St. Pauls in Paisley, Riverbrae Assisted Needs School Linwood, new joint campus at St. John Bosco and Bargarran Primaries in Erskine. In addition, there is the new Children's Home in Linwood. The 2019/20 measure, based on gross internal floor area</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											<p>(388,468sqm) slightly down from last year as we completed demolitions for the old school buildings.</p> <p>The change in classification for Paisley Grammar School has the biggest downward influence, but this has been offset to a certain degree with the newbuilds listed above.</p> <p>9B Gilmour Street Paisley remains to be held on a temporary lease for Incube as a retail unit.</p> <p>The Corporate Landlord Client Maintenance Team resurveys a proportion of the operational estate on an annual basis which informs backlog maintenance and provides an update on condition for the annual SPI measure. It should be noted that due to continued financial pressures, the 2019/20 maintenance budget will be used to prioritise statutory health and safety obligations and wind and watertight repairs.</p>
FRCMT1 4b	The proportion of operational accommodation that is suitable for its current use.				93.45%	95%	95.19%	95%	Not measured for Quarters		<p>The 2019/20 suitability measure has increased marginally to 93.45% to 95.19%, with the continued investment in the primary schools portfolio, the opening of the new St. Fergus Primary, St. John Bosco &amp; Bargarran Joint campus, St. Pauls Primary along with Riverbrae, Assisted Needs School at Linwood and the opening of the new museum store at 7-11 High Street Paisley, and the temporary library at the Lagoon. The completed demolition of the former schools St. Pauls, Bargarran and St. John Bosco Erskine will have assisted to bring about the marginal improvement. This confirms that a significant proportion, of the non-housing operational estate is fit for purpose and suitable for service delivery.</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FCSCOR P01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)					N/A		N/A	Not measured for Quarters		Data for this indicator comes from the LGBF, 2019/20 data will not be available until February 2021.
FCSABS0 1dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)				11.36	6.4		8.5	2.79	2.3	Average number of work days lost through sickness absence is 9.94 days, which is higher than the target of 8.5, however does represent a reduction since the previous year. Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence information.
FCSCSU ENQ01c	Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative				100%	90%	100%	90%	100%	90%	The advisers in the CSU do not need to call for back office support as we handle all enquiries first time
FCSCSU SAT09	Average waiting time of customers in the Customer Service Centre				11.53	20	9.19	20	8.27	20	The waiting time for customers is within the target of 20 minutes.
FCSFOI0 7	% of FOI reviews completed within 20 days (Councilwide)				96%	100%	100%	100%	100%	100%	17 FOI Reviews and 1 EIR Review for 19/20, all answered within statutory 20 day timescale.
FCSFOI0 8	% of Finance and Resources FOI requests completed within timescale				90.13%	100%	96.2%	100%	97%	100%	396 FOIs were received for Finance and Resources during 2019/20, 14 of which were responded to outwith timescales
FCSICT0 01	Percentage of IT incidents fixed within target fix time				86.5%	85%	92%	85%	92%	85%	There has been an improvement in the % of incidents fixed within target during 2019/20.



Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
	(annual cumulative to date figure)										
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				63.5%	85%	80.8%	85%	80.8%	85%	Due to completing the Windows 10 upgrades in the High Schools during quarter 4 this resulted in the dip performance for Q4 2019/20.
FCSICT004	Percentage of uptime for key IT systems				99.99%	99%	99.99%	99%	99.99%	99%	Target was again reached during 2019/20
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.26%	97.27%	97.27%	97.27%	97.27%	97.27%	Follow up continues to be run each month. We continue to monitor both the current year and previous years' collection. 2019/20 previous years' collection achieved target.
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				98.07%	98%	96.89%	98%	96.89%	98%	NDR collection was slightly under target for 2019/20
FCSKPI133	Percentage of Audit Plan completed (cumulative)				95.6%	95%	95.4%	95%	95.4%	95%	Completed 95.4% of the Audit Plan in 2019/20 which is within target.
FRCOMPFL	F&R Front Line complaints (Cumulative)				92.6%	100%	83%	100%	83%	100%	176 Complaints received in total (Apr - March) (Qtr4). 146 have been completed within the timescale Performance was 83% days for Q4 against a target of 100%. The targets for 2020-2023 have been revised in line with council wide target of 85%.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19		2019/20		Q4 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
FCSCOM PYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				94.1%	100%	91.2%	100%	91.2%	100%	260 Complaints were received in total (April - March). To date, 237 complaints have been completed within the required timescale.







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

**On: 11 November 2020**

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**Report by: Chief Executive**

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**Heading: Service Update – Chief Executive's Service**

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## **1. Summary**

- 1.1 Following on from the previous Service Update presented to Board on 2 September 2020, this report provides a further update to the Finance, Resources and Customer Services Policy Board on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update to 31 March 2020. Due to the coronavirus pandemic and the pausing of Policy Boards, the annual Service Improvement Plan 'outturn' reports were not presented to Board. The appendix covers all performance indicators and actions as outlined in the Service Improvement Plan for 2019/20, with progress up to March 2020, and therefore does not include updates or developments since the pandemic fully emerged.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services, however the Chief Executive's Service Improvement Plan was not approved by this Board due to the outbreak of the coronavirus pandemic and the cancellation of the policy board meeting in March 2020. The majority of the actions and activities did not proceed or were not undertaken in the same way due to COVID-19.
- 1.4 Work is underway to develop Service Improvement Plans for 2021/22 - these will have a strong focus on recovery and renewal rather than solely improvement. These will also fully reflect the social, economic and financial

recovery plans being progressed. Proposals in relation to future service planning arrangements are currently being developed.

## **2. Recommendations**

- 2.1 It is recommended that members of the Finance, Resources and Customer Services Policy Board:
- note the content of this report; and
  - note the performance information for 2019/20 as appended to this report.

## **3. Background**

- 3.1 In the previous Service Update reported to Finance, Resources and Customer Services Policy Board on 2 September 2020, the Council's response to the coronavirus pandemic from March 2020 to September 2020 was outlined - our partnership approach, our move to protect and support our employees and communities, particularly vulnerable people across the area.
- 3.2 The Service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and related restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.
- 3.3 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.
- 3.4 Recent weeks have shown the local and national position continues to change rapidly - restrictions began to be eased in line with the Scottish Government's route map, and more recently were tightened in some areas, including in Renfrewshire, due to increasing levels of transmission of the virus. The situation across Scotland, the UK and globally has shown areas of progress and areas for concern, and national policy has flexed to respond to this. While working towards a recovery position and hopeful of the resumption of more services to our communities, the service and the Council remain ready to respond to rapid changes in our local approach.
- 3.5 Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government, including partnership working with local businesses, communities and other public sector organisations, and the service will continue to respond to this.
- 3.6 This report gives a broad overview of the key areas which continue to be impacted by the COVID-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.

#### **4. Updates for Finance, Resources and Customer Services Policy Board**

- 4.1 The Chief Executive's Service continues to play a critical role in terms of supporting the Council's response to the COVID-19 pandemic. At a strategic level this has involved coordinating activity with community planning partners and across Council services, including leading on all communications and public information activities both internally and externally. As with other Council services, the majority of staff working across the service are continuing to do so from home, delivering services and working in new ways to meet the needs of customers, both internal and external. A summary of key activities since the last update to this Board in September 2020 is provided in the sections below.

##### **Economy and Regeneration**

- 4.2 As outlined in the [24 September Council report](#), the Council, along with the Renfrewshire Economic Leadership Panel, is developing a Renfrewshire Economic Recovery Plan with several overarching objectives in response to the COVID-19 economic impacts and the potential impacts of Brexit on the Renfrewshire economy. The intention is to bring a draft Economic Recovery Plan to the next Council meeting in December 2020.
- 4.3 In July, as a rapid response, Renfrewshire Council agreed to make available a further £1.3m by repurposing existing economic development funding. These are designed to offer a series of grants and support measures for local businesses to assist in recovery from the economic impact of lockdown. To date over 100 individual businesses have applied for support. Grants and loans amounting to £216k have been approved, so far, to 46 businesses. An additional 30 or so applications are currently in the assessment process. The grants will be further revised over the next month in line with the need and demand and any changes reported to Board.
- 4.4 A new and additional programme of COVID-19 Business Grants is now being administered by the Council on behalf of the Scottish Government. A Business Closure Grant and a Business Hardship Grant are available from 20 October for those businesses affected by the additional COVID-19 restrictions (particularly across the central belt). A budget of £710k has been estimated for Renfrewshire's businesses affected by the restrictions (£630k for business closures and £80k for business hardship).
- 4.5 The Council's Employability Service continues to offer support on jobs and skills development. Over the next month or so the national support for employability will become clearer and the service will undertake a reprofiling exercise to ensure that the best possible services are provided to those who need them most. Work has commenced through the Local Employability Partnership to look at options for the recently announced Scottish Government Youth Guarantee and these will be presented to a future Board. Partnership working with Engage Renfrewshire and the Chamber of Commerce has taken place on the UK Government Kickstart Scheme which

aims to create 6-month work placements aimed at those aged 16 to 24 who are in receipt of Universal Credit.

- 4.6 Within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract on site now, until Christmas. Tendering for both projects is underway and it is anticipated will be on site for their Main Works contracts as early as possible in 2021.

### **City Deal**

- 4.7 Glasgow Airport Investment Area site works are back on site and working at full capacity with an estimated completion date of quarter 2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. The Team are also progressing the Clyde Waterfront and Renfrew Riverside Project and aim to commence construction in 2021.

### **Marketing, Communications and Events**

- 4.8 Effective communications have been critical to the Council response to the pandemic and supporting communities throughout lockdown, the easing of restrictions and subsequent reapplication of some measures. This includes public health advice and information on local services, from lockdown through restart and recovery. The aim has been to keep people informed, maintain public confidence in the Council's ability to respond to the crisis and maintain staff and community morale.
- Digital communications - To support public communications, local people have been signposted to the latest information from NHS and Scottish Government – with the Council website being redesigned to create a dedicated COVID-19 information hub for residents, staff and businesses, updated daily. This has provided a single source of truth on all relevant issues, supported by information updates on all relevant social media platforms and via local community groups and organisations. The public website has had 900,000 users between March and September 2020, 50% more than in the same period last year. Social customer service has also been introduced through Council Twitter and Facebook to provide real time responses to customer enquiries.
  - Public information campaigns - Multi-channel campaigns are informed by the Scottish Government roadmap and have included the restart of services and the reopening of schools and Household Waste Recycling



Centres. In addition, public information campaigns have been launched to help people understand local restrictions and motivate them to follow new measures – *Keep Renfrewshire out of Lockdown* and *Follow the Rules. Remember the FACTS. Stop the Spread*.

- Internal communications - Elected Members, managers and employees have been updated on a regular basis, with guidance for employees made available on the public website and intranet. A new weekly staff newsletter has been introduced, with a fortnightly open letter from the Chief Executive. All staff information has been replicated in poster form in all operational buildings, Underwood Road depot and fleet. Delivery includes 49 employee updates and briefings, 22 Chief Executive messages, 15 'Take 5' newsletters, 9 Weekly news, 6 Staff guides promoting safe working, 6 videos, 2 monthly newsletters, 102 all employee email alerts and 16 Manager briefings.

4.9 The Council's live major event programme for 2020 was cancelled due to the ongoing restrictions on mass gatherings. A partial programme was delivered digitally and included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, and will also include Remembrance Day reflections:

- Sma' Shot digital programme: highlighted the role of key workers through the COVID-19 pandemic and throughout history in Renfrewshire, reaching over 67.5k and involving 12 creative and community partners in the delivery of live music, spoken word, dance, creative writing and political history.
- Digital Doors Open: virtual tours and a behind-the-scenes look at Renfrewshire's most loved buildings, reaching over 41k people.
- Radical Wars 1820 – 2020: a series of podcasts and virtual creative writing workshops, reaching almost 23k people.

4.10 A new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate COVID-19 safety measures and restrictions. Work continues at a national level with EventScotland to support the national restart plan. Throughout the crisis, the events team have been deployed to support the Local Assistance helpline, social customer services, Test & Protect and neighbourhood hubs.

4.11 Destination marketing was initially paused to reflect lockdown and has now resumed in line with the Scottish Tourism Emergency Response Group (STERG) action plan to restart the tourism sector and extend the 2020 season wherever possible. Marketing activity has promoted staycation opportunities to local people; encouraging spending that stays in the local economy; promoting micro experiences and escapes in the fresh air (parks, open spaces, great outdoors); and examining trends in consumer attitude and demands. Campaigns include Spend Local, Steal Back Summer and Be a

Tourist in Your Own Town, live since July and cumulatively attracting 20k users to the Paisley.is website and reaching 35k through social media.

- 4.12 A local priority action plan has been developed with the local tourism sector through a highly engaged Tourism Sub-Group which now has 18 private and public sector (non-Council and leisure trust) active members. The groups' work has been positioning the Council as the hub to help connect the sector, mobilise partnerships, link to business support and funding, promote skills and training in the sector and share insights. Work has continued to develop key partnerships with local and national partners to promote destination marketing messages and Renfrewshire has been featured in several aspects of VisitScotland's 'Only in Scotland' marketing activity.

### **Policy and Commissioning**

- 4.13 As outlined in the [Impact of COVID-19 on Renfrewshire's Communities](#) report approved by full Council on 24 September 2020, the Council, along with our community planning partners, has commenced work on a Community Impact Assessment. This work will allow all stakeholders to develop a much deeper understanding of the impact of COVID-19 on local people and communities and to use this learning to respond to the pandemic and tackle existing inequalities across Renfrewshire's communities. It is anticipated that the information gathered will be used to produce an outline Social Renewal Plan for Renfrewshire, with an update on the process being provided to Council in December 2020. This plan will set out how the Council and partners will use the learning from the pandemic, to tackle inequality and wellbeing issues, through a more equal relationship between partners and communities.
- 4.14 The Neighbourhood Hub model which was put into place as part of the initial pandemic response, continues to develop with colleagues across the Council and our partners. Seven hub areas have been established, supported through three physical locations in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 300 households since the start of the lockdown period. Support provided has included befriending calls to people who feel isolated or vulnerable, signposting to food services and delivery of books and toys through the Libraries Direct Service. In addition, there is a new focus in October 2020 on those required to self-isolate due to the Test and Protect programme.
- 4.15 During September 2020, the seven Local Partnerships made 167 funding awards totalling £349,605.30 to community groups to deliver on local priorities. These awards will help support community groups to deliver projects during the remainder of 2020/21. In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme is being undertaken during September and October 2020. This will enable young people to vote on the allocation of funding to projects in their area to benefit young people aged 12-

25. 86 projects have applied for a share of £149,340 Local Partnership funding.

- 4.16 Since the onset of COVID-19, the Partnerships and Inequalities team has engaged with community groups to support the humanitarian response effort. This has included leading the community food network to work in partnership with community groups leading local responses, coordinating distribution of Fair Share community resources and supporting local organisations to build their capacity to deliver local services. Local community groups and the people using their services have been connected to advice and guidance resources and sources of funding, which has supported individuals and households and also built the resilience of community groups.
- 4.17 The Connecting Scotland Programme was established by Scottish Government and Scottish Council for Voluntary Services to provide digital connectivity to people in priority categories who did not have a device. Phase one of the programme allocated 265 Chromebooks or iPads to people who are digitally excluded, on low incomes and at risk of isolation. This was done in partnership between the Council, Health and Social Care Partnership, and community groups. Community groups received 165 devices to allocate out of the total of 265 provided to Renfrewshire. 40 Chromebooks and iPads were allocated to Renfrewshire Council for distribution through Neighbourhood Hubs. Phase 2 of the programme is now underway, focusing on families, pregnant women and care leavers. Renfrewshire has an allocation of 616 devices, which will be delivered to Councils and community groups for distribution November/December 2020.
- 4.18 Although the work of the Alcohol and Drugs Commission was paused during the early stages of the pandemic, members agreed to refocus and reenergise their collective efforts to conclude the programme of work by the end of this calendar year. It is anticipated that the Commission will meet to finalise the report in November with it being presented to the Council and Community Planning Partnership in December 2020.
- 4.19 A report was approved by the Leadership Board on 16 September 2020, agreeing to establish a Climate Change sub-group to oversee progress as Renfrewshire Council continues to work towards our climate change ambitions. The first meeting of the sub-group took place on the 28 October and a programme of meetings has been timetabled until summer next year. Alongside this, the officers group supporting this workstream is being restarted and will consider what planned activities can go ahead within the current environment.
- 4.20 Following the COVID-19 outbreak, the global demand for PPE increased rapidly and substantially, the Procurement Team ensured that the Council and Renfrewshire Health and Social Care Partnerships needs for PPE were met throughout and that best value continued to be delivered, ensuring that critical services could continue uninterrupted and that staff and service users were protected at all times.

- 4.21 The Procurement Team supported applications for Supplier Relief submitted in accordance with Scottish Procurement Policy Note 5/2020, ensuring that local businesses received much needed support where contracted services were impacted as a direct result of the lockdown.
- 4.22 The Procurement Team continue to engage with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19 in Renfrewshire. This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.
- 4.23 The COVID-19 policy team continues to provide briefings and updates on the critical information and guidance released by the Scottish and UK governments. Daily briefings are provided to the CMT and Senior Managers on any key announcements that would impact on the work of the Council and policy advice is developed as required. Enhanced support is also being provided to the Health and Social Care Partnership, in particular to support scrutiny and reporting in relation to care homes.
- 4.24 The Council continues to submit a range of regular data and information returns to the Scottish Government on areas such as support for vulnerable adults and children, and housing. Work has been undertaken through COSLA and SOLACE to streamline this activity and the data submission has been coordinated by members of the Policy Team and is reported through a weekly dashboard.
- 4.25 In addition to submitting our own data as above, the data analytics team continue to work closely with partners at a local and national level to analyse the available data in terms of risk, infection levels, positive cases and death rates to help us understand the trends, identify any critical areas and inform our response. This work will continue as we work to understand the medium to longer term impact on our communities.

## **5. Key priorities until next Board cycle**

- 5.1 Priority areas for the service until the next board cycle include:
- **Economic Recovery** – following the report to Council in September, the Council will work alongside Renfrewshire's Economic Leadership Panel to develop and agree a two-year Economic Recovery Plan which will be brought back to a future Council meeting for approval.
  - **Social Renewal** - following the report to Council in September, the Chief Executive's service is working with our community planning partners to develop a Community Impact Assessment, commencing with a Public Services Panel survey focused on COVID-19 and lockdown experiences. An update will be reported to Council in December.
  - **Communications** - effective communications have been absolutely critical to the Council response to the pandemic and supporting communities

throughout lockdown, the easing of restrictions and subsequent reapplication of some measures. This includes public health advice and information on local services, from lockdown through restart and recovery.

- **Right for Renfrewshire** – continuing to support the delivery of the Placeshaping and Developing Communities workstreams.
- **Local Partnerships and Celebrating Renfrewshire Fund** – the outcome of the review of Local Partnerships is currently being concluded and will be reported to full Council upon completion, and the Celebrating Renfrewshire Participatory Budgeting programme is being undertaken during September and October 2020.
- **Alcohol and Drugs Commission** - the publication of the Commission's recommendations was paused due to the lockdown, the report will be presented at Council in December.
- **Climate Change** - the new Leadership Board sub-group on Climate Change will meet in line with the Leadership Board timetable in order to progress the Council's climate change actions, with the officer's group also re-established to support this workstream.
- **Digital** - as outlined in the report approved by Leadership Board in September, each of the workstream leads will be developing high level outcomes and actions over the coming months to progress this priority area, including work on smart data, digital participation and specific aspects such as the provision of wifi. A progress update on the digital strategy will be reported to Leadership Board in December.
- **Brexit** - the Service continues to engage with national bodies including COSLA to help anticipate the impacts on local government. The cross-service Strategic Brexit Officer Group has been re-established to plan for the potential medium to long term impact on both the Council and the area. An update will be reported to Leadership Board in December.
- **Supporting the recovery of services** - the service continues to offer policy, procurement and communications support as needed to the Council's recovery workstreams.
- **Community Resilience** – continue to work with community groups and organisations in the coming weeks and months to support resilience, as well as the ongoing development of the Neighbourhood Hubs.
- **Procurement** - the Procurement Team continue to engage with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19 in Renfrewshire. This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.
- **Contingency Planning** - in common with our colleagues across the Council, we are currently planning for a number of scenarios and local case management to provide public and staff reassurance where required. We are reviewing and learning from our experiences and building in flexibility, ensuring we are able to support services to stand up and down to respond to any potential future clusters or local and national lockdowns.

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## Implications of the Report

**1. Financial – None**

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

**3. Community/Council Planning –** COVID-19 will impact on the operations of Council partners and on services to the community. This paper highlights the work being undertaken to mitigate this impact as far as possible and maintain essential services for the safety and wellbeing of the community.

**4. Legal – None**

**5. Property/Assets-** as facilities start to open in line with the Scottish Government Routemap, adjustment may have to be made to physical spaces to allow for physical distancing and to comply with relevant guidance.

**6. Information Technology-** ICT are working to ensure staff have the capability to work from home wherever possible to reduce social contact in line with government and health guidance.

**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. However, the service notes the scientific advice in relation to risks to particular groups and communities from COVID-19 and is undertaking individualised risk assessments wherever appropriate.

**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 –** The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods and services required by the Council.

**10. Risk – None**

**11. Privacy Impact – None**

**12. COSLA Policy Position – None**

**13. Climate Change –** As noted in section 5, the new Leadership Board sub-group on Climate Change will meet in line with the Leadership Board timetable in order to progress the Council's climate change actions, with the officer's group also re-established to support this workstream.

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**List of Background Papers – Service Update – Chief Executive's Service 2  
September 2020**

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**Author:** Jacqui Jacobsen, Senior Planning and Policy Development Officer

## Appendix – performance scorecard and action progress








Many actions relate to longer term projects and therefore the progress indicates the progress made against 2019/20's expected outcomes, not whether the project itself is complete. Essentially this shows whether the service achieved what it expected to in the year up to March 2020.

### Chief Executive's: Service Improvement Plan 2019-2022 - Action Plan



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






Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.01	Complete the implementation of a rural development programme across Renfrewshire, East Renfrewshire and Inverclyde through the effective delivery and management of the EU LEADER programme	✓	100%	31-Dec-2021	The LEADER programme was fully committed, with final stages to end 2020 to ensure projects all spend and claim funding. Final claims now due March 2021.
CE.SIP.19.01.02	Prepare the Renfrewshire Economic Strategy with the Economic Leadership Panel	✓	100%	30-Jun-2019	Renfrewshire Economic Strategy & Action Plan was approved by Leadership Board 18 September 2019. The Economic Leadership Panel was considering the detail of an Action Plan as the COVID-19 pandemic impacted on society and the economy. The Panel is meeting fortnightly to support each other and provide essential feedback to the Council and other economic development agencies about the impacts of lockdown and the effectiveness of the national financial programmes being rolled-out locally.


Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.03	Expand our enterprise programmes and business support to increase the number of new local business start-ups		100%	31-Mar-2021	The Creative Hubs development fund was launched with the first programme approved in June 2019; 'Start Up Street' slightly delayed due to COVID-19 and now opening October 2020. Plans for Start Up St 2 in Renfrew being discussed. Financial support provided to schools for enterprise programme.
CE.SIP.19.01.04	Increase business sustainability, productivity, competitiveness and growth through a revised package of incentives, business support, training and advice		100%	31-Mar-2020	Scottish Government COVID-19 grants commenced to support businesses and self-employed affected by COVID-19 at end March 2020. Renfrewshire Council have launched an augmented grants and loans programme. City Region "regional offer" was prepared.
CE.SIP.19.01.05	Promote international trade and connectivity through supporting those businesses looking to export to new markets		100%	31-Mar-2022	City Region work identified the role of Scottish Enterprise in this area and work has commenced in terms of further signposting businesses to the supports on offer.
CE.SIP.19.01.06	Work with partners to enhance provision, accessibility and take up of business support services and to identify where new services are required		100%	31-Mar-2021	City Region "single offer" report completed but no real agreement on where there is a regional gap, consensus is that local authorities look locally only at needs. At local level Renfrewshire has reformed business support / grants etc.
CE.SIP.19.01.07	Engage with local businesses to understand the needs of the labour market and ensure our skills and employability provision reflect those needs		100%	31-Mar-2020	Ongoing engagement with businesses and business survey carried out to 500 local businesses to establish where additional support is required.
CE.SIP.19.01.08	Reduce skills gaps in the area and respond to growth sectors		100%	31-Dec-2022	Renfrewshire's Skills Action Plan was approved by Leadership Board in February 2020. This is a key action within the Economic Strategy - developing Renfrewshire's workforce to meet the needs of our growing economy and emerging sectors is fundamental to achieving the ambitions set out in the Strategy.
CE.SIP.19.01.09	Ensure a strong and active local employability partnerships to support all people to be job		100%	31-Dec-2022	LEP restructure took place during the year with regular meetings taking place. Local Employability Partnership will become a commissioning oversight group for new services particularly relating to No One Left Behind (NOLB).










Action Code	Action	Status	Progress	Due Date	Explanation of Performance
	ready and to access employment				
CE.SIP.19.01.10	Actively promote entrepreneurship to encourage enterprise in its widest sense and we have new products to support self-employment	✓	100%	31-Dec-2022	All on plan, Start Up St Renfrew and Johnstone now being discussed. New priority of increasing support to school entrepreneurship. New programmes being developed to support those made redundant to consider self-employment.
CE.SIP.19.01.11	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	✓	100%	31-Mar-2020	Good progress continues to be made on the development of the Advanced Manufacturing Innovation District Scotland (AMIDS), which will be home to the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC). A successful and well attended launch event for AMIDS was held on 28th August 2019. Planning consent for both NMIS and MMIC has been secured. Construction of MMIC is scheduled to commence in September 2020, with a planned opening in at the end of 2021. Construction of NMIS is anticipated to commence during October 2020 and to be open mid-2022. In March 2020, it was announced that Boeing will be developing a new facility for aerospace R&D at the AMIDS site, initially in temporary accommodation at Westway before relocating within NMIS, demonstrating that AMIDS is already attracting advanced manufacturing interest. Work continues on the development of a longer-term strategy for the management and development of AMIDS to maximise the benefits of AMIDS for Renfrewshire.
CE.SIP.19.01.12	Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements	✓	100%	31-May-2022	Renfrewshire Council officers continue to work collaboratively with NMIS to ensure the successful delivery of NMIS and AMIDS. This includes collaboration and financial contributions to shared amenities such as the landscaping at the heart of the site, known as Netherton Square which will be completed in phases from the second half of 2021 in alignment with NMIS and MMIC completion dates.
CE.SIP.19.01.13	Monitor benefits of City Deal Projects	✓	100%	31-Mar-2022	Due to the stage of the projects – with no projects due to complete, the earliest being GAIA in 2021 - the monitoring of benefits associated with the City Deal Projects is at an early stage. However, some development, including new residential and commercial developments, in the areas in the vicinity of the projects has been accelerated as a result of the significant committed and proposed City Deal investment. It is estimated that circa 10% of the projected outputs and outcomes have been realised.
CE.SIP.19.01.14	Develop and coordinate the delivery of a Business Case and development opportunities for	✓	100%	31-Mar-2022	An Outline Business Case has been compiled for the AMIDS South project, to demonstrate the benefits that it will deliver to the local communities, the improvements in connectivity from Paisley to AMIDS and the

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
	AMIDS South (Previously Paisley North/GAIA South)				potential to enhance and spread the outcomes at AMIDS to the wider communities. Research on opportunities to fund this project continue prior to presentation to the Leadership Board.
CE.SIP.19.01.15	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre	✓	100%	31-Mar-2022	<p>The Vision for Paisley Town Centre, developed in association with Scotland's Towns Partnership and supported by Scottish Government, was launched by the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. This ambitious document sets out a 10 year transformation plan for the town centre as a place to live, to socialise and of civic life.</p> <p>Delivery of this strategy and those for Renfrewshire's other centres has been supported by the award of funding from the Scottish Government Town Centre Fund (see CE.SIP.19.01.20)</p>
CE.SIP.19.01.16	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project	✓	100%	31-Mar-2022	The Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) programme continues to make progress with 27% of grant funding spent in 2019/20. Completed projects include shopfront improvements, building repairs and small-scale restoration of architectural detail. An extensive programme of heritage education, training and event activity is also being successfully delivered with 50% of the available budget spent in 2019/20.
CE.SIP.19.01.17	Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK	✓	100%	30-Sep-2020	As outlined above, the launch of the new Vision for Paisley gained Scottish Government backing. Furthermore Paisley was featured as a national (international) exemplar by the Academy of Urbanism in its all-Ireland Conference in March 2020.
CE.SIP.19.01.18	Implement the Renfrewshire Economic Strategy and Action Plan	✓	100%	30-Sep-2020	Renfrewshire Economic Strategy & Action Plan was approved by Leadership Board 18 September 2019. The Economic Leadership Panel was considering the detail of an Action Plan as the COVID-19 pandemic impacted on society and the economy. The Panel is meeting fortnightly to support each other and provide essential feedback to the Council and other economic development agencies about the impacts of lockdown and the effectiveness of the national financial programmes being rolled-out locally.
CE.SIP.19.01.19	Review and development of the Heritage Asset Strategy for Renfrewshire	✓	100%	31-Dec-2019	This specific action has been replaced by/is being advanced through, the Great Place Scheme funded by NLHF and Council. The project is making good progress with over 70 local heritage organisations engaged to receive support and guidance with the aim of strengthening Renfrewshire's heritage network and the capacity of local organisations to protect, manage and understand their heritage assets. Proposed extension submitted to NLHF for a further 12 months to March 2022.




Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.20	Develop project proposals for new Scottish Government Town Centre Fund		100%	31-Mar-2020	<p>Range of regeneration projects being delivered across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, development of the 'Start Up Street' facility in George St Paisley, improvements in Robertson park Renfrew and Houston Square Johnstone.</p> <p>Additional funding has been awarded by Scottish Government in 2020/21 with further projects for Paisley, Johnstone, Renfrew and Erskine being developed for Board approval in December 2020.</p>
CE.SIP.19.01.21	Develop specific regeneration projects for Johnstone and Renfrew		100%	31-Mar-2020	Both centres are the particular focus of the projects included in the Scottish Government Town Centre Fund – please see above
CE.SIP.19.01.22	Implement the Cultural Infrastructure Investment programme		100%	31-Mar-2021	<p>Progress has been made across a number of capital projects. Paisley Museum – the completion of the Enabling Works contract took place in September, with the contract for main works out to tender in Sept 2020 with works due to commence March 2021; Paisley Learning &amp; Cultural Hub – the completion of the Advance Works has been delayed due to complexities in relation to access to the adjacent property (due for completion by Jan 2021), with the contract for main works let and due to commence on site March 2021; Paisley Town Hall – it is anticipated the Advance Works will be starting on site April 2020; Public realm works (County Square and Abbey Quarter) – the design commission commenced March 2020, with construction works due to commence Spring 2021.</p>
CE.SIP.19.01.23	Proactively work with property owners to bring some of the area's most valued assets back into use		100%	31-Mar-2022	<p>Progress made to date includes: planning application submitted for development of TA building, grant funding awarded to Coats Memorial Preservation Trust for improvements to the heating system, continued engagement with owners of the Liberal Club and planning application submitted for residential development, Kelvin House development being progressed by private developer and full package of funding secured for delivery of the Johnstone Community &amp; Welling Hub in the former police station building.</p>
CE.SIP.19.01.24	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally		100%	31-Mar-2022	Partner with West College Scotland on new manufacturing challenge fund bid




Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.25	Implement Year 2 of the destination marketing plan		100%	31-Mar-2021	<p>The purpose of the Paisley.is destination brand is to tell the story of Paisley and Renfrewshire in a new way and position the area as a great place to visit, live and invest – attracting visitors and talent.</p> <p>The four priorities for the year two marketing plan have been successfully delivered; developing brand partnerships; building the brand; raising the profile of Paisley and Renfrewshire; and developing engaging visitor campaigns.</p> <p>Key performance indicators for marketing and communications activity are outlined here:</p> <p>Digital footprint: Paisley.is unique page views - 497,000, more than doubled from Year 1: 245,000. Almost 12,000 social media followers and a social media reach of 3.5m</p> <p>Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH): 236m generated from 5030 media articles, with combined PR value of £10m</p> <p>14 media familiarisation visits based around event weekends and Renfrewshire-wide itineraries have been delivered – golf, spa breaks, great outdoors, architecture.</p> <p>Brand activity included; the development and launch of the Wallace Begins trail, with Renfrewshire acting as a start point and gateway, and new connections made with The National Wallace Monument and Dumbarton Castle (9,600 visits to Wallace Begins on Paisley.is website generated via 787,971 search and display impressions); updated marketing collateral( Paisley Walking Trail and Great Things to See and Do in Renfrewshire); local, regional and national distribution of Renfrewshire marketing collateral in hotels and visitor accommodations, visitor attractions, leisure and retail attractions and other large public venues.</p> <p>Through VisitScotland partnership, 4 paid-for campaigns targeted at visitors (living within a two-hour drivetime of Renfrewshire) generated over 5.7 million impressions of Paisley.is brand and over 30,000 unique visits to the Paisley.is website. Exhibited at VisitScotland Expo.</p> <p>5 strategic partnerships established: Scotrail, VisitScotland, EventScotland, Glasgow City Region and Renfrewshire Chamber of Commerce.</p> <p>7 media partnerships activated: The Herald/Newsquest, The List, The Skinny, Capital FM, What's On Network, Ocean Outdoor and MILL Magazine.</p> <p>Delivered marketing campaigns for 15 town centre events, including national event marketing for Paisley Food &amp; Drink Festival, Paisley Halloween Festival and The Spree.</p>

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.26	Implement Year 2 action plan as part of the Renfrewshire Visitor Plan		100%	31-Mar-2021	Year 2 of the Visitor Plan was delivered contributing to an increase in visitor numbers - day visits from 2.25 million to 2.41 million, and holiday nights from 37,000 per annum to 50,000. Activity included: 183 trainees registered and participating on Paisley Welcomes training platform; 3 new visitor products developed including a new 'Wallace Begins' trail; 51 businesses engaged in a tourism business network; and 33 tourism and hospitality companies assisted through business support.
CE.SIP.19.01.27	Deliver the 2019 programme as part of the events strategy to 2022		100%	31-Mar-2020	The annual events programme (15 events) was successfully delivered, including 4 major visitor events - Paisley Food and Drink Festival, British Pipe Bands Championships, The Spree Festival and Paisley Halloween Festival – with the Halloween festival alone drawing an audience of over 40,000 people. The programme delivered 156,024 attendees, £3.4m combined economic impact, supported 108 volunteers and achieved an overall event satisfaction rating of 97%.
CE.SIP.19.01.28	Establish a commercialisation model that reconnects Paisley Pattern to Paisley		50%	31-Mar-2021	Paisley Original trademark refiled and transfer of Paisley Make trademark completed. Licencing Agreements in place for commercial and academic purposes.
CE.SIP.19.01.29	Deliver Fundraising Strategy and Capital Appeal for Paisley Museum		50%	31-Dec-2022	Strategy in place and Capital Appeal continues to target HNW individuals and Trusts and Foundations. The Wolfson Foundation has confirmed £200,000 in capital funding towards Paisley Museum, (the highest heritage grant outside London).  Launched the Appeal website - <a href="#">Paisley Museum Reimagined website</a>
CE.SIP.19.01.30	Develop a new Digital Strategy for Renfrewshire Council		100%	31-Dec-2019	Renfrewshire's Digital Strategy was presented to Leadership Board 16 September 2020 and outlines an approach to embedding digital across all that we do in a way that closely aligns with our ambitions for Renfrewshire and ensures that we work collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business.
CE.SIP.19.01.31	Develop proposals, in collaboration with ICT services, for investment in a full fibre network in Renfrewshire		100%	31-Oct-2019	The current ICT Strategy expires in December 2020. A review of outstanding actions is underway and these will feed into the new ICT Strategy 2020 - 2023 which is currently under development. The Council is taking a long-term approach to transform connectivity and have put in place a 15-year framework which will enable the Council to meet its needs now and in the future. It was confirmed in September 2020 that full fibre specialists City Fibre is investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity.


Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.32	Build capacity of local supply base, promote 'grow local'		100%	31-Mar-2022	The procurement team continue to engage with Economic Development to support the Supplier Development Programme and we presented at the B2B Event on 16 May 2019 (presentation title "Doing Business with Renfrewshire Council"). We include within our community benefit menu a target for contractors to provide advice and support to local SMEs /Social Enterprise/ Voluntary organisations and tie in with Economic Development and Engage Renfrewshire to help deliver this. Our community benefits also encourage larger contractors to host Meet the Buyer events to promote supply chain opportunities on contracts awarded to them by the Council. We are currently working through options as part of the Economic recovery approach about community wealth building.

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

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.02.33	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities		100%	31-Mar-2022	Nine applications totalling £173,760 have been awarded from the Community Empowerment Fund to support community organisations to progress their plans using Community Asset Transfer and we continue to support key community organisations to develop partnerships and their ideas for their local area and assets. In total 22 projects have been awarded funding. The total amount awarded to date is £353,235.
CE.SIP.19.02.34	Work with communities to develop local action plans to tackle the issues people care about most		100%	31-Mar-2022	Each of the seven Local Partnerships has agreed a set of local priorities that they want to take action on. Award of funding to community groups through the Local Partnership is guided by the local priorities, with community groups asked to demonstrate how their project will contribute to delivery of local priorities. £349,605.30 was awarded to 167 projects in September 2020, with a further £149,340 to be allocated to projects for young people in October 2020 through the Celebrating Renfrewshire Participatory Budgeting exercise.
CE.SIP.19.02.35	Implement findings from review of corporate grants process and monitoring arrangements		80%	31-Dec-2019	An Action Plan is now in place to implement key recommendations from the review and agreed by the Corporate Management Team. A Grants Approval Panel meets to discuss Community Empowerment Fund applications prior to making recommendations to the Communities Housing and Planning Policy Board. The Panel provides an opportunity to coordinate with other sources of grant funding such as the Parks, Green Spaces and Villages Investment fund. The Right for Renfrewshire Developing Communities






Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					workstream is considering at a strategic level how community provision is supported by the Council, including the provision of grants.
CE.SIP.19.02.36	Implement new Local Partnership Model		100%	31-Dec-2019	Local Partnerships are now fully operational. All Local Partnerships have agreed membership and a set of local priorities. These local priorities are informing the award of local grants and other development work. Meetings to decide 2020/21 grant allocations were postponed in March 2020 due to COVID-19 but took place in September 2020.
CE.SIP.19.02.37	Deliver framework for mainstreaming Participatory Budgeting		100%	31-Mar-2021	A very successful Participatory Budgeting pilot took place, with young people aged 12-25 having a direct say on the allocation of £150,000 of grant funding. Young people have designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019. Arrangements are in place for a second round of the Celebrating Renfrewshire youth Participatory Budgeting exercise. Proposals are also being developed with services for a Participatory Budgeting exercise using mainstream budget in 2021.
CE.SIP.19.02.38	Continue to develop single point of contact function for community groups and organisations, working with other council services to streamline processes		100%	31-Dec-2019	The single point of function has now been established and working relations with community groups have been established. Partnership Agreements were concluded with Active Communities and Paisley Community Trust during the fourth quarter of 2019/20.

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



Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.03.39	Programme of work to tackle inequalities and poverty learning		100%	31-Mar-2022	The Tackling Poverty Programme continues to deliver a range of projects to support families living in poverty. In this period, targeted income maximisation support has put £1.7million in the pockets of low-

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
	from evaluation of Tackling Poverty programme				income families as well as continuing to provide services such as holiday provision with a healthy meal, breakfast clubs and services which support the mental health and wellbeing of young people. Working in partnership with Renfrewshire Leisure, free sanitary products are now available in town halls, community centres and libraries. This was launched as part of a wider 'Period Poverty' campaign during Challenge Poverty Week in October 2019.
CE.SIP.19.03.40	Implement Year 2 of the Tackling Poverty Programme funding	✓	100%	31-Mar-2020	The Tackling Poverty Programme continues to deliver a number of projects to address poverty across a range of services, with budgets for Year 2 agreed by Leadership Board in early 2019. Work is under way to review all existing activity in light of COVID-19.
CE.SIP.19.03.41	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	✓	100%	31-Mar-2022	The service continues to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the new Fairer Scotland duty.
CE.SIP.19.03.42	Promote fair working practices including payment of the living wage across the council's supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters	✓	100%	31-Mar-2021	Fair Work practices are now scored as standard in all our contracts, these actively promote payment of the Living Wage.
CE.SIP.19.03.43	Develop and publish Local Child Poverty Action Report	✓	100%	30-Jun-2019	The Local Child Poverty Action Report was developed in partnership with NHS GGC and the HSCP and was published in June 2019. The second annual report was published in September 2020.
CE.SIP.19.03.44	Develop Centre for Excellence for Consultation Practice	✓	100%	31-Dec-2019	A consultation network has been established with staff members trained by the Consultation Institute. The consultation toolkit has been in development, but progress has been interrupted by COVID-19. Discussions have taken place with a greater emphasis on engaging with people remotely.
CE.SIP.19.03.45	Implementation of the Macmillan Renfrewshire Improving the Cancer Journey Project	✓	100%	31-Dec-2019	In partnership with Macmillan Cancer Support and Customer and Business Services, the service is supporting the development of the Improving the Cancer Journey (ICJ) project in Renfrewshire.









Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.03.46	Establish and support the Renfrewshire Alcohol and Drugs Commission		100%	31-Dec-2019	The establishment of an Alcohol and Drugs Commission for Renfrewshire focused on supporting local people and communities and improving life outcomes. The Commission is the first of its kind in Scotland, and has been considering the real impact of alcohol and drugs in Renfrewshire. Due to the impact of the COVID-19 pandemic and subsequent lockdown, work is still ongoing to refine the key messages or recommendations that are beginning to flow from the work of the Commission. However, this work will resume and during 2020/21, Renfrewshire Community Planning Partnership will prioritise work on alcohol and drugs use across Renfrewshire and drive forward the recommendations from the Alcohol and Drugs Commission to reduce the impact on individuals, families and communities.
CE.SIP.19.03.47	Maximise use of community benefits - ensure that ambitious community benefits are included in all appropriate tenders. improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits		100%	31-Mar-2022	In terms of maximising our benefit from our contract awards, the Council has exceeded the community benefits target for this stage in the year and the procurement team's approach to this is generating significant benefits for Renfrewshire. Benefits include increasing the employability, skills and training of our citizens, upskilling our supply chains and providing financial/non-financial support to our local communities.
CE.SIP.19.03.48	Develop and implement a new Inclusive Growth framework and action plan		100%	31-Dec-2022	2019 Inclusive Growth conference facilitated over 180 local people inputting to the development of the Inclusive Growth agenda. Inclusive Growth Framework and action plan identifies work programme to Dec 2022.
CE.SIP.19.03.49	Deliver bespoke employability services targeted at the needs of inactive and unemployed priority groups (with a key focus around health) to move them closer to work		100%	31-Dec-2022	Range of pilot work now embedded into service delivery model and mainstreamed as part of service. New programmes under the NOLB banner being developed relating to disability and also care leavers.
CE.SIP.19.03.50	New employability programmes being developed to target in work poverty as part of the child poverty action plan		100%	31-Mar-2022	New services now being delivered to parents either unemployed or in poverty due to low earnings. Parental Employability Support Fund staff in place and services commenced.


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




Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.04.51	Adopt the International Fairtrade Charter		100%	31-Mar-2021	The Council worked closely with the Scottish Fair Trade Forum to inform the Renfrewshire steering group members about the charter and its benefits, which in turn led to its adoption by the local authority. Renfrewshire Council was first local authority in Scotland to recognise the new International Fair Trade Charter.
CE.SIP.19.04.52	Continue to coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign		100%	31-Mar-2021	<p>The new waste collection service has been successfully rolled out in Renfrewshire following an intensive campaign designed to reach all of Renfrewshire's 90,000+ residents.</p> <p>Marketing materials, including a teaser leaflet, collection calendar, information pack, bin stickers and roadshow materials, were created to ensure that local people were aware and prepared for the change to their collection.</p> <p>The council website was updated to reflect the new service and contained an extensive Q&amp;A for residents about each aspect of the service, including a 'Check your bin collection day' section with new schedules and showing the next four collections. There was also a new email reminder service, as well as a mobile calendar.</p> <p>Social media was used both proactively and reactively to promote the new service, as well as general recycling messaging. Community Facebook groups were used in conjunction with the main social media channels to promote messaging, while thousands of messages were responded to from residents who had questions about their collections.</p> <p>The new collection service has continually achieved a recycling rate in every quarter since it was launched - with it currently sitting at the highest ever rate for Renfrewshire Council.</p> <p>The campaign is a finalist in the Campaign of the Year category at the UK Local Government Chronicle (LGC) Awards, and won the Environment category at the Renfrewshire Council Staff Awards.</p> <p>Team Up to Clean Up</p> <p>The Big Spring Clean 2019 ran throughout April and saw 103 events, more than 1750 volunteers and more than 1850 bags of litter collected.</p>







Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<p>A new children's book was designed and created called The Clumps' Big Mess. It was distributed to more than 14,000 primary and ASN pupils in Renfrewshire to immerse them in the Team Up to Clean Up campaign and educate them as to why they shouldn't drop litter.</p> <p>Team Up to Clean Up caddies were launched, giving local community groups the opportunity to access gardening tools to clean up their local area. 12 are out in various communities across Renfrewshire.</p> <p>Spotless September ran throughout September and saw 49 events take place, with 931 volunteers taking part and removing more than 1,000 bags of litter.</p> <p>A mass dog walk took place called 'Pooches in the Park' to raise awareness of the issue of dog fouling and show that the majority of dog owners do pick up after their pet - with more than 40 owners and pets taking part.</p> <p>A campaign asking taxi drivers to 'Give their litter a lift' was run and materials provided to local taxi firms in a bid to change the culture of littering out of their car windows.</p> <p>Continued support was given to local volunteers and community groups to support their litter picking and were highlighted on the council's social media channels and in the local media.</p> <p>The Team Up to Clean Up Facebook group continues to grow and create an online community for volunteers. It is approaching 1,000 members.</p> <p>Team Up to Clean Up won the 2019 COSLA Excellence Award for 'Strong and Sustainable Communities', the 'Community Engagement Award' at the Scottish Public Service Awards and the Chief Executive's Award at the Renfrewshire Council Staff Awards.</p>




## Strategic Outcome 5: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.05.53	Implement a new model for self-assessment		50%	31-Dec-2019	Work to roll out the new model of self-assessment was paused due to the service's involvement in the response stage of the pandemic. We continue to be an active participant in the national working group, led by the Improvement Service, working to review and refine the PSIF model.
CE.SIP.19.05.54	Implement Chief Executive's Service Workforce Plan		100%	31-Mar-2020	HR and OD continue to work with the service to update the CE's workforce plan and monitor progress to date.
CE.SIP.19.05.55	Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions		100%	31-Mar-2021	The service area has introduced a new approach to improve the awareness of upcoming awards, increase uptake and highlight successes
CE.SIP.19.05.56	Expand the use of the Geographic Information System (GIS) across services		100%	31-Mar-2020	The use of the Geographic Information System across the Council has been expanded, including adopting Survey 123 as the Council's survey platform, enhancements to internet mapping services such as the roads resurfacing programme and improvements in Gazeteer delivery, enhancing addressing across the Council.
CE.SIP.19.05.57	Develop our data analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach		100%	31-Mar-2020	<p>The Data Analytics &amp; Research Team has worked with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops and resources were made available expanding capacity in Excel, data visualisation and survey design and use.</p> <p>Dashboards were developed to expand the use of Business Intelligence at an operational level.</p>
CE.SIP.19.05.58	Implement Year 1 of the council's website and Intranet strategy		100%	31-Mar-2020	The Digital Experience Strategy was finalised in May 2019 and is a key workstream within the council's digital strategy. A detailed business case was developed by the Marketing and Communications team and has been agreed. This will drive delivery of phase 1 of the digital experience programme and the delivery of a new council website. Part one of the procurement process is underway.

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<p>We have:</p> <ul style="list-style-type: none"> <li>• Developed a comprehensive Business Case to transform our digital channels</li> <li>• Launched a digital experience online hub, <a href="#">The Thread</a>, to engage with relevant stakeholders and offer advice on the development and maintenance of digital channels.</li> <li>• Created a dedicated COVID-19 website within our public website in March to deliver up-to-the-minute communication with our communities and services during the pandemic. This includes a new dedicated staff section.</li> <li>• Launched the <a href="#">Paisley Museum Reimagined website</a></li> <li>• Reviewed existing website portfolio to be compliant with GDPR, PECR and Web Accessibility Standards.</li> </ul>
CE.SIP.19.05.59	Implement Year 2 of the marketing and communications strategy		100%	31-Mar-2020	<p>Year 2 of the marketing and communications strategy has been implemented, raising awareness and building profile locally and nationally of Council services and projects.</p> <p>Key highlights included:</p> <ul style="list-style-type: none"> <li>• Launch of the Renfrewshire Economic Strategy 2020 – 2030</li> <li>• Groundbreaking and launch event for the new Advanced Manufacturing Innovation District Scotland (AMIDS)</li> <li>• Launch of the Paisley Vision strategy</li> <li>• Integrated marketing and communications activity for the Cultural Infrastructure investment programme.</li> <li>• Integrated marketing and communications activity for 1140 Early Learning</li> <li>• Continuing to build profile and engagement with Team Up to Clean Up initiative</li> <li>• Promote success of our schools, children and young people raising attainment, including partnership with Stanford University and summer exam results giving positive OTSH 26.2million.</li> <li>• Developed new section of the Council website in response to the Coronavirus pandemic with nearly 50% increase in visitors</li> </ul>

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<ul style="list-style-type: none"> <li>Developed rapid public and staff communications response to the pandemic, including the establishment of a social customer service team, new staff communications channels and 24/7 public health and information messaging</li> </ul>
CE.SIP.19.05.60	Protect the council's reputation and enhance profile locally and nationally		100%	31-Dec-2021	<p>The Council's digital following reached 63,849, from Facebook, Twitter, Instagram, and our Govdelivery e-newsletters.</p> <p>For 2019-20</p> <ul style="list-style-type: none"> <li>26,808 total Twitter followers (12% increase)</li> <li>21,177 total Facebook page likes (12% increase)</li> <li>1,677 total Instagram followers (launched in August 2019)</li> <li>18,494,457 social media reach (70% increase)</li> <li>achieved a media reach of 279,194,430 media reach (50% increase) and also achieved 194,510,024 opportunities to see or hear something positive about Renfrewshire.</li> </ul> <p>At March 2020 for GovDelivery we had 4,475 individuals subscribed to Govdelivery (69% increase on the previous year), and a total of 14,187 subscriptions (81% increase).</p>
CE.SIP.19.05.61	Develop and embed the council's brand values programme		100%	30-Nov-2019	<p>Engaged with 4,000 local people and members of staff to co-design shared corporate values, informing the Right for Renfrewshire programme and shaping the Council's future people policies and brand development. These were approved by Leadership Board in February 2020. The values were formally launched in April 2020 and a series of videos, case studies and blogs have been created to support implementation. Living Our Values training has been developed for staff and is being rolled out across the campaign following the launch of our World Values Day campaign.</p> <p><b>Living Our Values Guide-</b> <a href="http://www.renfrewshire.gov.uk/ourvalues">www.renfrewshire.gov.uk/ourvalues</a></p> <p><b>Our Values case studies and launch film</b> - visit our <a href="#">YouTube page</a></p>
CE.SIP.19.05.62	Develop staff engagement and internal communications strategy to support the council's transformation programme		100%	31-Mar-2020	<p>A new staff engagement and communications strategy was approved by Corporate Management Team and is being implemented. This included the launch of the council's corporate values (see above). The key workstreams underway include; brilliant basics, empowering managers, living our values, transformation and channel development.</p>

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<p>Staff communications relating to RfR were temporarily paused in the line with the programme to focus on the response to COVID-19.</p> <p>The 2020 staff survey indicated an overwhelmingly positive response to internal communications activated to support staff through the COVID-19 pandemic and changes to services and ways of working, in particular: 90% rate the staff information section of the website as very useful/useful and 87% rate the staff weekly newsletter as very useful/useful.</p>
CE.SIP.19.05.63	Support the Transformation Programme		100%	31-Mar-2022	Strategic communications were provided for each of the projects within Right for Renfrewshire, including the pause of the programme as a result of the COVID-19 pandemic. The programme resumed in September 2020.
CE.SIP.19.05.64	Implement new public services panel survey arrangements for community engagement		100%	31-Dec-2019	The first new survey was scheduled to be issued in March, yet this was postponed due to the pandemic and will now be issued later in 2020 as part of Renfrewshire's community impact assessment.
CE.SIP.19.05.65	Implement the new complaints handling procedure across the Council		100%	31-Mar-2020	<p>The new complaint system, Contact Us went live on 1st April 2020. It is part of the MyAccount platform, allowing current MyAccount users to log, track and receive a response to their complaint or compliment on this one system. Customers not on MyAccount can also still log a complaint online by skipping the registration process or by writing, phoning or emailing the council.</p> <p>This was supported by online training materials, webinars and a system helpdesk for services for relevant officers using the new system.</p>
CE.SIP.19.05.66	Review and implement new approach to Public Performance Reporting arrangements		100%	31-Dec-2019	The Council's public performance reporting section of our website has been updated, utilising the 'storymap' functionality to display the latest version of 'It's all about you' and enhance ease of use.
CE.SIP.19.05.67	Strengthen the commissioning model between policy and procurement teams		50%	31-Mar-2021	The teams are working together to develop the strategic commissioning model, Joint development sessions were planned but have been put on hold to allow the teams to focus on the Council's response to COVID-19.
CE.SIP.19.05.68	Prepare for Brexit in terms of procurement and supply chain implications		100%	30-Apr-2019	We have identified all of our strategic critical suppliers and assessed their capacity and contingency planning.

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.05.69	Develop capacity to analyse spend across services		100%	31-Aug-2019	A graduate was recruited to support this work and detailed analysis of spend has been carried out across all services
CE.SIP.19.05.70	Develop and publish the new Procurement Strategy		100%	31-Dec-2019	Corporate Procurement Strategy for the period April 2020 – March 2023 was published online in March 2020.
CE.SIP.19.05.71	Support Purchase to Pay (P2P) rollout on Business World		100%	31-Mar-2020	The Procurement Team are working closely with the Business World team to support the implementation of the P2P module in Business World.












# Chief Executive's: Service Improvement Plan 2019 - 2022













## Performance Indicators





















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

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				1,185	1,500	937	1,000	280	250	241	205	322	250	300	250	1,143	1,000	An additional 300 registrations were completed in quarter 4.
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				3,290	Data only	3,710	Data only	3,900	Data only	3,810	Data only	3,910	Data only	4,015	Data only	4,015	Data only	<p>Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2020.</p> <p>Of this figure, claimants aged 18-24 years = 745</p> <p>Claimants aged 50+ years = 1000</p> <p>This data is taken from NOMIS and describes the number of Renfrewshire</p>













Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits so doesn't count all unemployed people in the area
DHS.SLAEDOC9	Town Vacancy Rate				11.7%	Data only	11%	Data only	Not measured for Quarters								*	Data only	*We were unable to undertake our annual town centre audit due to COVID-19 and the lockdown. A number of businesses are currently closed or are operating at reduced hours, so any survey of the town centre would not provide an accurate measure of vacancy rates. We intend to do a full survey of all town centres once the lockdown restrictions are eased to measure the impact of the lockdown on vacancy.
DHS.CP.RR01	Number of properties on Buildings at Risk Register				41	42	37	42	37	42	37	42	35	42	35	42	35	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 35 Renfrewshire properties, a reduction of two in the year. Six are described as "restoration in progress" the remaining 29 are described by HES as "at risk" although several are the subject of active redevelopment interest.
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support				265	300	296	300	77	75	73	75	75	75	73	75	298	300	Qtr 4 figures of 73: Jan – 27 Feb – 26 Mar - 20  The target of 300 new businesses would have been met had the lockdown in March not affected the figures.

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.WORKPOP	Percentage of Renfrewshire population working age (16-64)				64.4%	Data only	64.3%	Data only	Not measured for Quarters								64.2%	Data only	Source: ONS Population estimates
CE.CP.EV01	Number of attendees to the events we create				165,088	105,000	160,873	190,000	39,750	50,000	19,000	27,000	97,274	80,000	0	0	156,024	157,000	The Q3 Autumn/Winter programme includes The Spree Festival, Paisley Halloween Festival, Fireworks (reduced programme), Paisley, Renfrew and Johnstone lights switch on and the Glen Cinema memorial service. Halloween continues to exceed expectations with over 40,000 visitors to the 2-day EventScotland supported festival. The Spree festival had a new programming partner, Regular Music, bringing significant UK and international contacts which resulted in increased attendees and ticket sales. Spree for All programming was extended once again across all of Renfrewshire. Please note as there are no events held in Q4 there is no target.
CE.SIP17.EV02	Local spend at events				£2,046,373.00	£600,000.00	£3,197,677.00	£2,250,000.00	£816,292.00	£650,000.00	£189,000.00	£225,000.00	£1,428,000.00	£2,250,000.00	£0.00	£0.00	£2,433,292.00	£3,125,000.00	Whilst the number of attendees to Q3 events exceeded targets the spend per person reduced this year across the winter programme. Please note as there are no events held in Q4 there is no target.
CE.SIP17.EV03	Regional economic impact of events				£402,000.00	£400,000.00	£1,530,783.00	£750,000.00	£707,883.00	£500,000.00	£38,000.00	£5,000.00	£311,000.00	£1,200,000.00	£0.00	£0.00	£980,883.00	£1,705,000.00	Whilst the number of attendees to Q3 events exceeded targets, the spend per person reduced this year. The 2019/20 spend was consistent with visitor spend at other events across the country. Visitor events are evaluated by an independent company and throughout the winter programme saw a trend of
















Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			significant drop in spend per head. The programme was not significantly different to previous years and there were equal opportunities for families and visitors to spend locally within the town centre and through concessions and activities at the event.
CE.SIP17.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,759,021	1,800,000	1,360,370	1,830,000	Not measured for Quarters								*	1,830,000	*Data has not yet been received from the Moffat Centre – data collection for visitor attractions has been severely impacted by lockdown period and subsequent restrictions.
CE.SIP17.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				600,000,000	120,000,000	314,000,000	120,000,000	Not measured for Quarters								335,000,000	120,000,000	This is a destination brand target. 5030 media articles generated generating a PR value of £10m.  In future years, this indicator will be updated into two indicators - Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley is destination brand; Opportunities to see or hear something positive about Renfrewshire Council activity.
SOA16DH.13	Number of vacant retail units in Paisley Town Centre				64	68	62	68	Not measured for Quarters								*	68	*We were unable to undertake our annual town centre audit due to COVID-19 and the lockdown. A number of businesses are currently closed or are operating at reduced hours, so any survey of the town centre would not provide an accurate measure of vacancy rates. We intend to do a full survey of all town centres once the lockdown restrictions are eased to measure the impact of the lockdown on vacancy.







Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme						344	350	Not measured for Quarters								443	350	443 unemployed people were moved into work during 2019-20 through the council employability programme.
CE.SIP18.EV06	Increase participation across our communities					N/A	1,000	N/A	Not measured for Quarters								1,432	N/A	The programme of events allowed for participation of 1,432 members of our community in creative design workshops and parade activity. The participation includes Sma' Shot Day, Renfrew Gala Day, Halloween and Christmas parades.  Going forward, this indicator will be updated to - The number of local people who take part in the design and production of local events
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				238	150	253	150	Not measured for Quarters								123	180	For 2019/20 236 participants were still in employment 6 months after leaving the service. These numbers are lower than expected – this is due to the job losses and business disruption as a result of COVID-19. Anyone starting employment from Oct 19 – Mar 20 would be tracked April – September 2020 however business closures/ home working etc has meant that (in many cases) information has not been returned / follow up as not been possible and in other cases jobs have been lost. These figures may increase when businesses get back in touch.

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

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP17.CP01	Number of people who felt they have been engaged within the community planning process				928	928	663	1,000	Not measured for Quarters								3,455	1,000	3,455 members of the community have been directly engaged in the community planning process through engagement with the Local Partnership and other public engagement during 2019/20
CE.SIP17.TP02	Number of Credit Union members				59,183	57,000	80,978	38,000	19,896	19,000	19,727	19,000	20,461	19,000	20,694	19,000	80,778	57,000	Member targets exceeded in all four quarters.
CE.SIP17.TP03	Interest saved against high interest lenders				£196,188.36	Data only	£215,335.30	Data only	£4,187.43	Data only	£5,459.72	Data only	£8,671.32	Data only	*	Data only	*	Data only	*Currently liaising with credit unions for the Q4 and 19/20 position
CE.SIP18.EV07	Increase % of people participating in events from our most deprived communities						536	500	Not measured for Quarters								690	650	The number of participants increased to 690 and included design workshops supporting the making of costumes and props for parade as well as participation in performances.  No participants were involved in 2020 due to the events programme being cancelled.

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

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				90.75 %	100%	91.5%	100%	92%	100%	100%	100%	85%	100%	81%	100%	88%	100%	There were 26 single departmental Chief Execs requests in Q4. 21 were answered on time. The five completed outwith timescales was due to the complexity of the requests and were completed as quickly as possible.
CE.SIP17.IC01	% of staff who feel well informed about matters that are important to them				60.44 %	75%		60%	Not measured for Quarters								*	60%	*A survey did not take place in 19/20, however a 20/21 survey indicated an overwhelmingly positive response to internal communications activated to support staff through the COVID-19 pandemic and changes to services and ways of working. In total we received 1,431 responses - 17% of workforce, which found in particular: 90% rate the staff information section of the website as very useful/useful and 87% rate the staff weekly newsletter as very useful/useful.
CE138	Number of followers on social media (twitter)				22,915	15,000	23,900	16,000	23,879	15,000	24,491	15,000	24,710	15,000	26,808	15,000	26,808	16,000	The number of followers on Twitter continues to grow with 26,808 in Q4, an 8% increase on Q3 figures.
CE139	Number of friends on facebook				17,181	8,500	18,971	9,000	19,160	8,500	19,630	8,500	19,997	8,500	21,177	8,500	21,177	9,000	The number of followers on Facebook continues to grow with 21,177 in Q4, a 6% increase from Q3 figures.
CE153	% of investigation complaints responded to within				33%	100%	66%	100%	79%	100%	86%	100%	92%	100%	82%	100%	83%	100%	In 2019/20 the Chief Executive's Service had 58 investigation complaints, of which 48 were completed within

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	timescales agreed with customer (Chief Executive's)																		timescales due to the complexity of the complaints.
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				9.61	2	6.91	2	2.6	1.3	1.46	1.2	2.05	1.8	2.15	2.2	8.26	6.5	Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence information.
FCSCREDCE01f	% of invoices paid within 30 days by the Chief Executive's Service				98.98 %	90.5%		90.5%		90.5%							*	90.5%	Since the transition over to Business World there is no longer the facility to breakdown by service area. Going forward this indicator will not be included in future Service Improvement Plans.









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

**On:** 11<sup>th</sup> November 2020

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

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**Heading:** Facilities Management Service Update

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## **1. Summary**

- 1.1 Following on from the previous Service Update presented to board on 02 September 2020, this report provides a further update the Finance, Resources and Customer Services Policy Board on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update to 31 March 2020. Due to the coronavirus pandemic and the pausing of Policy Boards, the annual Service Improvement Plan 'outturn' reports were not presented to board. This appendix covers all performance indicators and actions as outlined in the Service Improvement Plan for 2019/20. This represents progress at March 2020 and does not include updates or developments since the pandemic emerged. The report will also be reported to Infrastructure, Land and Environment Policy Board as it includes areas within that Board's remit.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services and the Environment & Infrastructure Service Improvement Plan was approved by this Board prior to the lockdown. New Service Improvement Plans are being drafted to be in place for the start of the new financial year.
- 1.4 Work is underway to develop Service Improvement Plans for 2021/22 - these will have a strong focus on recovery and renewal rather than solely improvement. These will also fully reflect the social, economic and financial recovery plans being progressed. Proposals in relation to service planning arrangements will be submitted to the Leadership Board in December 2020.

## **2. Recommendations**

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

- 2.1 notes the content of this report;
  - 2.2 notes the performance information for 2019/20 as appended to this report.
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## **3. Background**

- 3.1 In the previous Service Update reported to Finance, Resources & Customer Services Board on 02 September 2020, the Council's response to the coronavirus from March 2020 to September 2020 was outlined.
- 3.2 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.
- 3.3 The service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and consequent restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.
- 3.4 Recent weeks have shown the local and national position continues to change rapidly - restrictions have been both relaxed and tightened since the previous report to Board. The situation across Scotland, the UK and globally has shown areas of progress and areas for concern and national policy has flexed to respond to this. While working towards a recovery position and hopeful of the resumption of more services to our communities, the service and the Council remain ready to respond to rapid changes in our local approach.
- 3.5 Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government and the service will also continue to respond to this.
- 3.6 This report gives a broad overview of the key areas which continue to be impacted by the Covid-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.

## **4. Update for Finance, Resources and Customer Services Policy Board - Facilities Management**

- 4.1 This section of the report sets out the key changes for Facilities Management during this time, critical service areas that continued and any services or projects that were required to be paused.

### **Building Services**

- 4.2 Building Services has operated a reduced service during the covid-19 pandemic as all routine and non-emergency repairs were suspended at the beginning of lockdown, therefore only emergency repairs have been carried out. However, since lockdown has been lifted and we have moved through phased 2 and 3 of the SG roadmap more work streams have been able to be recommenced.

#### **All Works Completed To 23 Oct 2020**

<b>Service Area</b>	<b>Total</b>
Aids & Adapts	60
External	1,191
Gas	12,858
HPU	519
Misc. Capital Works	618
Property Maintenance / Owners	444
Short Term / Emergency	13,243
Stair & Close	585
Voids	1,601
<b>Overall Total</b>	<b>31,119</b>

Of the 31,119, Building Services has attended:

5,579 Emergencies within working hours

4,610 Emergencies out with working hours

- 4.3 Works that are in progress total 3,795 remain active and 3,429 are being worked on at present. These jobs will be completed shortly and move to financial completion.

#### **Current Work in Progress at 23 oct 2020**

<b>Service Area</b>	<b>Total</b>
Aids & Adapts	65
External	250
Gas	1,095
HPU	60
Misc. Capital Works	43
Property Maintenance / Owners	264
Short Term / Emergency	1,603
Stair & Close	127
Voids	288
<b>Overall Total</b>	<b>3,795</b>

4.4 Of the 3,795 jobs active, there are 266 jobs on hold in the following categories.

**Current Hold Status Analysis 23 Oct 2020**

Service Area	Total
Forced Entry / Gas Service	104
Disabled Adaptation / vulnerable	13
Double Glazed units	10
Renewal of UPVC doors	74
Renewal of UPVC windows	7
Other Non Essential	58
<b>Overall Total</b>	<b>266</b>

Forced entry/Gas servicing is actively being reduced as we contact tenants and carry out the annual gas servicing. This has been a priority over the last 6 weeks and the numbers have reduced substantially.

Disabled adaptations are on hold due to the larger nature of the work content where the tenant is required to vacate the premises for a min of 2-3 days to allow the works to be carried out. They all involve removing the existing toilet and showering facilities to therefore cannot be done with the tenant in place. Due to the further restrictions these tenants are unable to move to a respite carer. However, when this is possible these works can be carried out.

Double glazed units are currently being fitted and tenants are being contacted to install the glazing.

Renewal of UPVC doors and windows is unable to be carried out at the present time due to the close working required and the high risk of this type of work to the employees. Corporate health and safety do not consider these works can be carried out safely at this present time. Please note that NO door or window has been left insecure and temporary repairs have been carried out to these properties.

Other works are being worked through to gain access, measure or await materials.

4.5 In order to move forward with some of the work packages that have been on hold due to the Scottish Government guidelines in line with the Route Map, work is being done between Health & Safety and officers in Building Services to ensure Risk Assessments, PPE and Tool Box Talks are in place to allow the following works packages to progress as follows:

- Smoke detector programme - will recommence mid-November
- Electrical testing programme for domestic housing - will recommence mid-November
- Window servicing programme - will recommence beginning of November
- Boiler replacement programme – on hold at present, however emergency replacements continue to be accommodated
- SHQS tenanted houses – on hold due to the large volume involved and the

disruption to tenants. Compliance at present not possible due to current Covid-19 restrictions

- Aids and adaptations – on hold by Social Work
- Larger works - on hold by Social Work due to decants required
- Minor works and emergency works are being accommodated
- Non-essential multi-trade repairs – on hold as they do not meet the requirements of the Scottish Government guidance

The areas of work which cannot yet be undertaken will continue to be reviewed and considered to start as soon as possible, whilst ensuring employees can remain safe and follow the guidelines in place.

- 4.6 The service has continued the gas servicing compliance program throughout the lockdown period, as this was an essential service, with provision being made for vulnerable tenants and those with covid-19 related illnesses. In addition, testing and inspection of electrics in public buildings, testing and inspection of emergency lighting and gas soundness testing have also continued. Figures from March 2020 are:

1,942 Number of gas services carried out  
69 Electrical testing and inspection in public buildings

- 4.7 Building Services also continued to provide emergency void houses to housing and full compliance checks for House Persons Units. This has allowed people presenting as homeless to be housed.

190 Full house Voids which includes-  
22 Asbestos Re-Instatement Jobs  
19 Gas Central Heating Installations

As well as this we have returned a further 43 Properties of Prelim works which include-

- Full property clear outs
- Removal of full kitchens for asbestos contractor
- Removal of bathroom suites for asbestos contractor
- Removal of gas central heating systems for asbestos contractor
- Temporary Electricity boards fitted for Asbestos contractor

- 4.8 Building Services is now fully operational and managing the Renfrewshire HSCP distribution hub for PPE at Unit 5 in Underwood Road.
- 4.9 Water management has also been ongoing during this difficult period with 252 inspections/checks and remedial works carried out across the Renfrewshire Council estate.
- 4.10 Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour emergency service to Renfrewshire residents. In July when the

Scottish Government moved to phase 3 the Street Lighting team has been almost fully operational and completed the following works.

283	Number of emergencies attended during working hours
11	Number of emergencies attended out of hours
1151	Number of dark lamps put in lighting (attended)
24	Number of columns replaced plus 8 cable loops and 3 columns realigned
1018	Number of planned maintenance visits carried out

4.11 The delivery of several projects was severely impacted by the covid-19 pandemic and was suspended for several months during lockdown, however these have now recommenced, and work has been on going to complete these projects.

- Conversion of the Hollybush annex into new nursery provision in line with the 1140 hours Education programme was completed on the 11<sup>th</sup> September. Building Services assisted the staff move into the building.
- Refurbishment of recovery café in Whitehaugh Paisley – 85% completed
- Refurbishment of shop units at George Street for Property Services – 90% completed
- The refurbishment works at the Lochwinnoch Primary School nursery commenced on site on the 14<sup>th</sup> September
- Continuation of work to provide targeted upgrades to Paisley Grammar – liaising with the school business manager to complete the works.

The continuation of the upgrade of the smoke detector systems across the Renfrewshire Council Housing stock has not been able to recommence due to the Scottish Government guidelines. When we move to phase 4 of the route map this programmed work can be restarted.

4.12 Two electrical apprentices have recently qualified and secured fulltime posts in Building Services. Three apprentices have started their second year and Building Services have also recently adopted an adult electrical apprentice who had been made redundant prior to completing his apprenticeship. In addition, Building Services in conjunction with Housing Services are working in partnership to secure a further two adult apprentices who have been made redundant.

4.13 Two Technical and Productivity Supervisors who are studying for their Construction Management Honours degree at Glasgow Caledonian University have started their final year. has moved into their third year degree in Quantity Surveying A Hard FM Facilities Co-ordinator has recently completed an HNC in Facilities Management.

4.14 Building Services Staff have also secured five places on this year's Graduate Apprenticeship scheme in collaboration with Glasgow Caledonian University.



### **Support Services**

- 4.15 From the initial days of lockdown, a number of Support Services staff were redeployed to provide management assistance on community care matters, namely; food preparation, distribution and welfare. During this period, only emergency/essential repairs, maintenance and compliance were actioned, as the national impact of COVID and furlough took hold.
- 4.16 Despite the challenges, the service continued to effectively manage and organise Planned Preventive Maintenance packages, in addition to statutory compliance across the estate, during this period.
- 4.17 The service played an essential role in ensuring buildings were safe and suitable for re-opening, liaising with community and departmental partners (e.g, Children Services/RLL). Working collectively with Property Services, buildings were inspected, hazards noted, and mitigation implemented prior to re-opening. Additionally, the service provided technical expertise and guidance on developing the Health & Safety risk assessment forms (HAZID's) on this matter.
- 4.18 As part of the re-opening protocols, particular focus was applied to water management, gas safety and fire & security. To date, the following compliance checks have been carried out:
- Over 110 properties were flushed fortnightly to ensure legionella and other harmful bacteria did not present a hazardous issue. Equally, water samples were taken and lab analysis carried out prior to all buildings re-opening.
  - Gas safety certification - Statutory  
Gas Safety Commercial (Including Gas Soundness) 116  
Gas Safety Domestic (Including Gas Soundness and Air Conditioning) 27
  - Fire safety inspections - Statutory  
Fire Fighting Equipment Maintenance (Annual) 160
  - Fire safety inspections – Non-Statutory  
Alarms - Fire (6 Monthly) 113

Additionally, the service provided the overall management of the Statutory Insurance inspection regime, engaging with HSB, to ensure lifts, boilers, pumps and selected electrical control panels remain fit and proper for continued use, in line with current legislation.

- 4.19 As part of mitigation works, the service managed the Health & Safety measures for the business support function within schools, ensuring offices and workspaces were fit for occupancy.
- 4.20 The service has, and continues to, inspect ventilation and air conditioning systems in all relevant properties, to ensure systems are being operated correctly, providing guidance and instruction to the end user, as required. This helps ensure adequate supplies of fresh air are maintained within said buildings.

4.21 The onset of COVID initially halted progress on large scale projects administered by the service, namely, Electric Vehicle Project (EV 2018-20), Time & Access Upgrade Project and Suited Electronic Key Locks (all projects Council Wide). Tentative steps have been taken to resume these projects, with EV planned for completion by the end of 2020, Time & Access to commence mid-October, with Suited Locks still to be confirmed.

4.22 The service is also actively involved in the council's fibre upgrade project engaging with, and providing technical expertise to, our ICT partners.

**Soft FM (Facilities Management)**

4.23 The service has recruited additional cleaning staff to ensure there are day-cleaners in all educational establishments. This measure has ensured that enhanced cleaning and hygiene measures are in place to minimise the spread of COVID-19. The service has also provided a reactive decontamination service in those locations where positive cases of COVID are identified to minimise the disruption to the school day.

4.24 The service continues to work closely with Health & Safety colleagues to ensure appropriate cleaning measures are in place to enable the safe re-opening of other council buildings.

4.25 The provision of school catering continues to be monitored to ensure that numbers within the dining halls are limited. A revised interim menu is now being offered to ensure there are hot food options available daily. This service will continue to be monitored between Facilities Management and Children's Services until the best means of providing the standard hot food menu can be introduced.

4.26 The recruitment of the new Soft FM Services management and supervisory structure has now been completed. Work is currently underway to carry out the site based recruitment, which is being carried out in a phased basis to ensure a smooth transition to the new Soft FM model over the coming months.

4.27 Soft FM are working closely with colleagues from Children's Services to ensure the phased implantation of the 1140 programme continues. Plans are in place to ensure the service can support the opening of the new build centres over the coming months.

4.28 Soft FM continues to support the continued delivery of the Community Meals' service. This service continues to support daily, around 500 vulnerable residents across Renfrewshire who rely on the service for the provision of hot meals

## 5. Key priorities and risks until next board cycle

5.1 The service-specific key priorities relating to our recovery work and immediate concerns between now and the next cycle of Board meetings include:

- **Building Services** - to restart routine and non-emergency repairs service.
- **Recommence the refurbishment projects** - Staff are now all back on site with all social distancing measures in place for safe working.
- **Contingency Planning** – in common with our colleagues across the Council, we are currently planning for a number of scenarios and local case management to provide public and staff reassurance where required.
- **Provision of school catering** – the provision of school catering has been amended to ensure that numbers within the dining halls are limited. This will continue to be monitored between Facilities Management and Children's Services staff to determine the best means of providing hot food safely within their school or centre.
- **Cleaning and enhanced hygiene measures** – continuing to support schools and other Council buildings for the safe return of pupils and staff and to deliver the additional daily cleaning requirements needed to minimise risk of transmission. Hygiene measures remain critical to minimise the spread of covid-19 and as such this remains a key priority.
- **Supporting the expansion** - of the 1140 hours of early years provision for all 3 and 4 year olds. Completing any building work required and soft FM staffing arrangements are in place, to ensure the expansion will be rolled out throughout 2020/21.
- **Remodelling of the Soft FM Service** –The service is continuing its consultation with Trade Unions whilst progressing with the next stage of site based staff in the recruitment process. Training plans for the new posts are being developed and it is anticipated that the new model will be fully implemented by the end of the financial year.

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## Implications of the Report

1. **Financial** – Any financial impact from COVID-19 referenced in this report will be progressed through the Council's financial & budget planning process.
2. **HR & Organisational Development** – Any staffing changes from COVID-19 referenced in this report will be progressed through the Council's HR policies, including home working and flexible working.
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** - as facilities start to open in line with the Scottish Government Routemap, adjustment may have to be made to physical spaces to allow for physical distancing and to comply with relevant guidance.
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** – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods and services required by the Council.
10. **Risk** – As noted in section 5, the CRMG are currently reviewing the Council's risk profile in light of the coronavirus pandemic and will report to board in November.
11. **Privacy Impact** – None
12. **COSLA Policy Position** – None
13. **Climate Change** – The installation of electric vehicle charging points will support the Council's climate change goals.

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**List of Background Papers** - none

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**Author:** Diane Gillies, Head of Facilities Management





## Environment & Infrastructure Service Improvement Plan 2019-2022

### Out-turn Monitoring Report

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

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

#### Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Delivering repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire		 100%	31-March 2020	Building Services continue to provide a high quality service to its customers with just below 95% of repairs being completed within time during 2019/20.
02	Deliver repairs and compliance services to all public buildings in Renfrewshire including schools		 100%	31-March 2020	Repairs and maintenance compliance reached 76.81% up to Mid-March with many remaining tasks slipping into the new financial year as result of COVID.  In addition, the service is in transition to a new Water management process migrating from




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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					Greaves to CAMIS, there is a processing backlog that amounted to 22.99% of the compliance management tasks, that have not been updated.








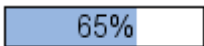
## Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future

## Performance Indicators

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
01 % of reported street lighting faults which were attended within the 7-day timescale		97.1%	95%	99.2%	95%	99.4%	95%	95%	95%	During 2019/20, 99.4% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
02 % of Overall repairs completed within time by building services		94.6%	95%	95%	95%	95%	95%	95%	95%	The year to date figure has met the expected target set out at the beginning of the year, which was 95%.
03 % of compliance tasks undertaken per year		New performance indicator 2019/20				94%	90%	90%	90%	Throughout all quarters of 2019/20, the figure for compliance tasks undertaken has remained above the annual target of 90%. There was a slight fall in performance in Quarter 4 due to COVID-19 causing access issues to properties meaning tasks could not be completed. Tasks are being rescheduled to ensure all relevant compliance is up to date for properties reopening.

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


### Priority Actions

Code	Action	Status	Progress	Due Date	Update
02	Promote equality and diversity through all services			31-Mar-2021	Service planning and delivery continue to support all Renfrewshire's residents.
03	Provide healthy hot meals during designated holiday periods through the Families First project			31-Mar-2020	The service worked collaboratively with Children's Services to deliver hot meals to eligible children during holiday periods. Due to the Covid-19 pandemic no camps took place over the spring break as planned, however the Council issued cash payments to the families of all children eligible for a school clothing grant. The service established a support packages humanitarian response to the pandemic, providing urgent food supplies and cooked meals to vulnerable families.
04	Deliver morning clubs in targeted areas			31-Mar-2020	Tackling Poverty morning clubs continued to be delivered in 9 primary schools and 1 secondary school until the school closures in March 2020. serving more than 2,000 healthy breakfasts on a daily basis.
05	Support the delivery of the 1140 hours early years provision			31-Dec-2020	Current estimate is 65%. The programmed completion for full roll out by August 2020 is now no longer applicable due to the Covid-19 pandemic. The






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

### Priority Actions

Code	Action	Status	Progress	Due Date	Update
					service continues to work closely with Children's Services to ensure that any ongoing phasing of 1140hrs within identified premises , while no longer a statutory duty, will proceed successfully. Further decisions regarding full implementation will be taken by the government at a later date.
06	Deliver a programme of engagement with schools, parents and pupils to improve school meal choices		<div><div>75%</div></div>	31-Mar-2020	Due to the Coronavirus pandemic, the Scottish Government has delayed the introduction of the revised school food regulations until April 2021. Consultation planned with parents and pupils has had to be postponed due to school closures. This process will be re-introduced when there is more clarity for the new arrangements in schools.


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

**Performance Indicators**

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
01 % uptake of free school meals in primary and secondary schools		73%	75%	67.2%	75%	60%	75%	75%	75%	Overall Free School Meal uptake across Primary and Secondary Schools for 2019/20 was 60%, which is below target of 75%.
02 % uptake of free school meals in primary schools		74.7%	74%	70.2%	75%	61.8%	75%	75%	75%	During 2019/20 consultation was undertaken with pupil groups across primary schools and the output from these meetings was used as part of the development of a new menu.
03 % uptake of free school meals in secondary schools		54.5%	75%	49.1%	75%	48.4%	75%	75%	75%	This new menu has reverted to a more traditional service which will be a precursor to the implementation of the Scottish Government's revised School Food Regulations which are due to be implemented by August 2020.





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

### Priority Actions

Code	Action	Status	Progress	Due Date	Update
06	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action)		<div><div>10%</div></div>	31-Mar-2022	The school meal service in primaries currently holds the Soil Association's ' <i>Food for Life</i> ' served <i>here</i> Bronze Award. We will continue to work with the Soil Association to explore the possibility of working towards the Silver Award.






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

### Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance		<div><div>75%</div></div>	31-Mar-2022	Environment & Infrastructure Services and officers from HR & Organisational Development meet every 2 weeks to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.
02	Implement the Council's new Organisational Development Strategy		<div><div>100%</div></div>	31-Mar-2021	The Council's Organisational Development Strategy has been implemented across all areas of Environment & Infrastructure.
03	A strategic planning approach to future skills and service requirements will be implemented		<div><div>100%</div></div>	31-Mar-2021	Dedicated resource has been provided to review the current arrangements for training and development of employees across the service. This has led to a significant increase in training taking place across the service alongside a renewed approach to recruitment of apprentices and graduate apprentices.
04	Active participation in Council's Transformational Programme		<div><div>100%</div></div>	31-Mar-2020	The service engaged with the first phase of Right for Renfrewshire and will continue to support the recommencement of this aligned with any existing service reviews.



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

## Priority Actions

Code	Action	Status	Progress	Due Date	Update
05	Better use of data and technology to improve services performance and delivery		<div><div>100%</div></div>	31-Mar-2020	<p>The service has developed apps to support officers in delivering frontline operational requirements. The service has implemented an online process for special uplifts provided through the Council's customer account portal, "MyAccount". A new mobile working platform is also being rolled out across the service.</p> <p>A new data analytics approach to how management information is used to support service improvement is being rolled out across each service area.</p>
06	Embed an integrated FM approach for housing repairs and maintenance and stores provision		<div><div>85%</div></div>	31-Mar-2020	This area has been placed on hold, and this area of works subject to significant delay to 2021 in line with the corporate approach to R4R.
07	Support the Council to implement the Business World system		<div><div>100%</div></div>	31-Mar-2020	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World.
08	Develop a strategic approach to asset management		<div><div>100%</div></div>	31-Mar-2020	The service is reviewing the systems used to record all asset management information with a view to reducing the number of systems in place and avoid duplication.
09	Progress the schools PPP contract and finalise the benchmarking of cleaning and catering services		<div><div>50%</div></div>	31-Mar-2020	The benchmarking of the cleaning and catering service continues to be under negotiation with the PPP contractor



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

## Priority Actions

Code	Action	Status	Progress	Due Date	Update
10	Ensure robust and up to date business continuity arrangements are in place		<div><div>100%</div></div>	31-Mar-2020	Environment and Infrastructure Business Continuity Plan was updated in May 2019. The service's Resilience Management Team hold quarterly meetings chaired by Head of Operations and Infrastructure to review recent incidents and lessons learned, business continuity exercises and any training required.
11	Review and maintain continuous improvement frameworks		<div><div>50%</div></div>	31-Mar-2020	<p>Environment and Infrastructure continued to demonstrate compliance with ISO9001 for quality management systems. It should be noted that the final audit of 2019/20 was curtailed at the start of the COVID-19 lockdown.</p> <p>In addition, Environment &amp; Infrastructure, contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, ensuring compliance with defined health and safety standards to safeguard employees and customers.</p> <p>The Facilities Management Catering Service in Secondary Schools and Council run Care Homes as of the 31<sup>st</sup> March 2020 no longer retains its certification for Food Safety Management Systems. There will be a greater emphasis on internal auditing both from Environmental Health Officers and Internal Auditors from Soft FM and officers from Chief Executives which are embedded within Environment &amp; Infrastructure.</p>




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

**Performance Indicators**

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)		New 18/19		13.88	10.74	16.44	13.7	13	12.7	<p>The cumulative absence performance for 2019/20 was 16.44 days lost per FTE employee and was above the 2019/20 target of 13.7.</p> <p>Officers from the service and from HR &amp; Organisational Development meet every 2 weeks to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.</p>
02 % of members enquiries completed within timescale by Environment & Infrastructure		New performance indicator 2019/20				85%	85%	85%	85%	<p>Environment &amp; Infrastructure received 5,672 members enquiries in 2019/20, of which 85% were responded to within timescale. This is an improvement on the performance for 2018/19 when there were 5,441 members enquiries, of which 77% were responded to within timescale.</p>

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

## Performance Indicators

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
03 % of FOI requests completed within timescale by Environment & Infrastructure		99%	100%	97%	100%	96%	100%	100%	100%	Environment & Infrastructure dealt with 212 Freedom of Information requests in the first two quarters of 2019/20, of which 201 (95%) were responded to within timescale. 75 of these requests were cross departmental and 137 were departmental.
04 % of front line resolutions dealt with within timescale by Environment & Infrastructure		85%	100%	75%	100%	67%	85%	85%	86%	Environment & Infrastructure received 3,122 front line resolutions in the first two quarters of 2019/20, of which 1,919 (61%) were responded to within timescale. In the same period the service dealt with 253 complaint investigations 203 (80%) of which were dealt with within the agreed timescale.
05 % of complaint investigations completed within timescale by Environment & Infrastructure		72%	100%	69%	100%	85%	95%	95%	95%	





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

**On:** 11 November 2020

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

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**Heading:** ICT Acceptable Use Policy (AUP)

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## 1. **Summary**

- 1.1 Renfrewshire Council promotes a culture which recognises the importance of the safe use of ICT facilities. The current ICT AUP needs to be reviewed to reflect the current technology landscape and the Council's current use of ICT facilities. This new policy has been written not only to protect Council electronic assets, data and information but to take account of the current ICT facilities and ensure that best practice is followed. The purpose of this new policy and associated good and bad practice examples is to ensure that individuals are able to make the most of the Council's ICT facilities when carrying out their duties and are fully aware of what is acceptable and what is not acceptable behaviour when using these.
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## 2. **Recommendation**

- 2.1 It is recommended that the Council approve the new ICT AUP which forms the Appendix to this report and agree that this new policy is reviewed on a two-yearly basis.

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### 3. **Background**

- 3.1 We live in a world where technology has changed how we deliver services and interact with others. This is a key part of how the Council delivers services, innovates and connects to customers, service users and each other. Given the changing technology landscape, it is essential that the ICT AUP is both up to date and relevant to the Council's current ICT facilities.
- 3.2 This new policy covers the use of all Council ICT facilities including, but not limited to equipment such as PC's, laptops, tablets, Wi-Fi dongles and smart phones. It also includes the use of the Council's systems and applications including email, instant messaging, video conference services, Microsoft O365 and internet. This policy applies to the use of the Council's ICT facilities regardless of whether they are hosted and used on Council premises, or externally hosted online services, or if they are accessed via the work profile of a personal device such as a smart phone.
- 3.3 This new policy applies to:
- Council employees including teachers;
  - Elected Members;
  - External Partners where shared or joint services are provided using Council ICT facilities and
  - Contractors, Consultants and Agency Workers i.e. personnel employed by external companies who are granted access to Council ICT facilities.

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### **Implications of the Report**

1. **Financial** - none.
2. **HR & Organisational Development** - The ICT AUP will apply to all users of Council ICT facilities and is referenced in the Statement of Particulars.
3. **Community/Council Planning** - N/A.
4. **Legal** - The ICT AUP has been drafted to ensure continued compliance with the Human Rights Act 1998,

5. **Property/Assets** - none.
6. **Information Technology** - ICT are the owners of the ICT AUP and are responsible for its implementation and ongoing reviews. The ICT AUP complies with the requirements of the Public Services Network, thereby safeguarding the position of the Council and individual users of the ICT facilities provided by the Council.
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. The ICT AUP has been drafted to ensure compliance with The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 and The Human Rights Act 1998. The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 provide the legal framework to allow the Council to monitor communications insofar as they relate to the business of the Council without breaching the Human Rights Act 1998. 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** – The ICT AUP has been drafted to ensure that there is no breach of privacy. The Human Rights Act 1998 obliges all public authorities to act in a manner compatible with the rights contained in the European Convention of Human Rights ("the Convention"). Article 8 of the Convention affords everyone the right to respect for private and family life including home and correspondence. This extends to privacy in the workplace. The AUP complies with both Article 8 and The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000. As such, there is no infringement of privacy identified.
12. **Cosla Policy Position** - none.
13. **Climate Risk** - none.

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## List of Background Papers

N/A

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**Author:** Patrick Murray, Head of ICT, 0141 618 7361  
[patrick.murray@renfrewshire.gov.uk](mailto:patrick.murray@renfrewshire.gov.uk)

# INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) ACCEPTABLE USE POLICY

## 1. Applicability:

- 1.1 We live in a world where technology has changed how we deliver services and interact with others. Technology is an everyday event for almost everyone in both our work and personal life. Renfrewshire Council is a digital council. This is a key part of how the Council delivers services, innovates and connects to customers, service users and each other.
- 1.2 Renfrewshire Council promotes a culture which recognises the importance of the safe use of ICT facilities. This policy has been written not only to protect Council electronic assets, data and information but to ensure that best practice is followed. The purpose of this policy and associated good and bad practice examples is to ensure that individuals are able to make the most of the Council's ICT facilities when carrying out their duties and are fully aware of what is acceptable and what is not acceptable behaviour when using these facilities. This policy outlines what is expected from the groups that this policy applies to (see paragraph 1.4) and what to do to make sure everyone is able to comply and understand their responsibilities.
- 1.3 This policy covers the use of all Council ICT facilities including, but not limited to equipment such as PC's, laptops, tablets, Wi-Fi dongles and smart phones. It also includes the use of the Council's systems and applications including email, instant messaging, video conference services, Microsoft O365 e.g. Sharepoint, OneNote, Yammer or Teams and the internet. This policy applies to the use of the Council's ICT facilities regardless of whether they are hosted and used on Council premises, or externally hosted online services such as Microsoft O365, Eclipse, i-Learn for example, or if they are accessed via the work profile of a personal device such as a smart phone (under any approved Bring Your Own Device program – BYOD).
- 1.4 This policy applies to:
  - Council employees including teachers;
  - Elected Members;
  - External Partners where shared or joint services are provided using Council ICT facilities and
  - Contractors, Consultants and Agency Workers i.e. personnel employed by external companies who are granted access to Council ICT facilities.

- 1.5 External Partners and Contractors must be made aware of this policy and any relevant guidelines. Appropriate Council ICT facilities access will be provided where necessary to allow work to be carried out as set down by the Council. The use of the Council ICT facilities by External Partners and Contractors for personal use including internet is not permitted for any reason. External Partners and Contractors will be made aware of and asked to agree to this by the Council prior to commencing any work on behalf of the Council which requires them to have access to, or use of, the Council ICT facilities. As part of this awareness, External Partners and Contractors will be required to sign a copy of this policy and agree to its terms.
- 1.6 Limited personal use of the Council's ICT facilities is permitted for Council staff, as per the terms of this policy. Staff can use the internet for personal use out with normal working hours such as lunch breaks or other unpaid breaks. Please note that personal use of the Council's email system is not permitted at any time.
- 1.7 Elected Members may use Council ICT facilities, except access to personal emails or personal use of the Council's email system, for incidental personal use. Council ICT facilities must not be used for party political or campaigning purposes at any time. Any misuse may be reported to the Group Leader and could also breach the Councillors' Code of Conduct. Misuse may result in withdrawal of facilities and in the case of suspected criminal activity, referral to the Police.
- 1.8 When using the Council's ICT facilities, individuals are reminded that the Council has several policies and procedures which detail the standards of conduct and behaviour expected. This policy should be read alongside those which include:
- The Code of Conduct for Employees;
  - Disciplinary Procedures and supporting guidance;
  - Grievance Procedures and supporting guidance;
  - Data Protection Policy;
  - Surveillance Policy and Guidelines;
  - Use of Social Media Guidance;
  - Code of Conduct for Officers on the Acceptable Use of Gifts and Hospitality;
  - Expressing Concerns out with Line Management Policy;
  - Equality and Diversity Policy;
  - Any iLearn cyber security module covering safe use of the Council's ICT facilities;
  - Respect at Work Policy;
  - Recruitment and Selection Guidance; and
  - Business World Use of Personal Devices and Email.

- 1.9 Technology is an important part of our working lives and is increasingly used to keep our workforce connected and to process and share information both internal and external to the Council. This sharing must be undertaken in a manner that fully protects the rights of individuals and the reputation of the Council. This policy will be reviewed as and when there are changes to legislation, best practice and guidance from specialist bodies. The Council also looks to introduce both new technologies and make changes to existing ones to improve its operation. Therefore, individuals who use Council ICT facilities should always be aware of the latest guidance around best practice and how this applies to them. Updates will be shared on the Council's intranet, by email, and other forms of communication.
- 1.10 The groups that this policy applies to (see paragraph 1.4) should always use Council ICT facilities responsibly and are reminded of the need to keep Council information secure and confidential. An information or cyber security breach could expose the Council to financial penalties under data protection laws and reputational damage.
- 1.11 The groups that this policy applies to (see paragraph 1.4) have a personal duty to only ever access the information contained on the Council's ICT network or systems for work purposes. Any misuse of data including but not limited to unauthorised access to personal information or sending offensive emails, could result in disciplinary action and/or in cases of suspected criminal activity, referral to the Police.
- 1.12 The Council has the right to monitor activity on the Council's ICT facilities including the use of email and the internet for legitimate business purposes to protect against misuse. Suspected misuse of ICT facilities will be investigated and may result in disciplinary action and in the case of suspected criminal activity referral to the Police. This includes any approved Bring Your Own Device solutions made available.
- 1.13 If the Council is legally required to provide access to information held on Council systems to an individual or organisation (e.g. in response to a Freedom of Information Request or a Subject Access Request), then the ICT service may access information of senders, recipients or those referred to. This could include but is not limited to email accounts, or personal storage on the Council network drives.
- 1.14 The Council may request access to a personal device that is being utilised for Bring Your Own Device purposes if the Council believes that there is a failure to comply with this policy or it is necessary to respond to requests as explained in 1.13.

- 1.15 This policy requires every individual to take personal responsibility for protecting data in all its forms – online and offline (as per the policies and procedures listed at 1.8) – and for the safe use of the ICT facilities provided by the Council. It also defines the standard of behaviour and ethos which should be consistent across all electronic forms of communication internally and externally.
- 1.16 The following sections provide some examples of appropriate and inappropriate use of ICT facilities. It is impossible to provide examples that will cover every possible scenario and should be taken as indicative of good and bad practice. For additional information or clarification, please contact:
- Carol Peters, Cyber Security Architect, [carol.peters@renfrewshire.gov.uk](mailto:carol.peters@renfrewshire.gov.uk)
  - Phil Feeney, Enterprise Architect, [phil.feeney@renfrewshire.gov.uk](mailto:phil.feeney@renfrewshire.gov.uk)
  - Patrick Murray, Head of ICT, [patrick.murray@renfrewshire.gov.uk](mailto:patrick.murray@renfrewshire.gov.uk)



# **INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) ACCEPTABLE USE POLICY**

## **2. When utilising ICT facilities, individuals must:**

- 2.1 Irrespective of what Council communications tool you are using (e.g. email, instant messaging, social media, video conferencing, etc. ) only use language which is professional, transparent, consistent and respectful regardless of race, religion or belief, disability, age, sex, gender reassignment, sexual orientation, marriage and civil partnership, pregnancy and maternity, Trade Union membership or activity. A tone of voice guide is available from the Marketing and Communications Service.
- 2.2 Avoid statements which might facilitate, instigate, promote or support activity associated with actions such as bullying, harassment, racism, offensive or threatening activity, illegal or defamatory actions or otherwise may bring the Council into disrepute or which may be construed as doing so. Bring Your Own Device users should take steps to keep separation between their business and personal use as far as possible.
- 2.3 Take care to avoid an honest mistake. You may receive dubious emails or land on websites designed to spread a computer virus. If this occurs, then please report it immediately to your line manager and the ICT Service Desk.
- 2.4 Be alert to possible spam which may contain a computer virus, or fraudulent attempts to provide information etc. (e.g. trying to get you to change bank account details, pay 'outstanding' invoices that do not exist, etc.).
- 2.5 Treat all e-mail attachments with suspicion especially if there is something unusual, e.g. you don't normally receive that type of request or information, or you do not know the person or organisation that sent the original email (i.e. the sender).
- 2.6 Send suspected spam, junk or fraudulent email to the corporate 'SPAM' email box so that ICT services can block this in future. (type 'spam' in the TO box of your email)
- 2.7 Keep passwords private and lock their network account when their ICT equipment such as PC's, laptops, tablets and smart phone are unattended.
- 2.8 Return Council ICT equipment such as PC's, laptops, tablets, Wi-Fi dongles and smart phones to ICT services if they are no longer being utilised so that they can either be given to another employee or can be securely destroyed. (This excludes equipment issued to staff who are on long term absence)

- 2.9 Be aware of your surroundings. If you are in a public place, then you are not in a trusted or secure environment and for that reason, should avoid working on, or holding discussions, about anything that is personal or sensitive as people around you may overhear conversations or read what is on your screen (shoulder surfing).
- 2.10 Use the internet with care. You may come across illegal material such as pornography by accident. If this occurs, do not forward or take copies of material but instead report it immediately to your line manager and the ICT Service Desk.
- 2.11 Protect Council ICT equipment such as PC's, laptops, tablets, Wi-Fi dongles and smart phones that have been provided to you. This includes ensuring that these are not left behind after meetings, on public transport, etc. If you lose such equipment, please report this as soon as possible.
- 2.12 Follow the Information Security Incident Reporting Procedure (Appendix A) if Council ICT equipment such as a PC's, laptops, tablets, Wi-Fi dongles or smart phones (including personal devices, where Bring Your Own Device has been approved) are lost or stolen, information is sent to the wrong person or information is lost or stolen.
- 2.13 Please contact your Line Manager and the ICT Service Desk as soon as possible if you think that you have a computer virus or believe that your network account has been used or accessed without your knowledge or permission.
- 2.14 Continue to work within the boundaries of Council Policies - as per 1.8 - if you are a Bring Your Own Device user.
- 2.15 Make sure you undertake training. Take one or more cyber security awareness and training modules applicable to your post and working practices. Modules are on the Council i-Learn section of the Intranet. At a minimum everyone must take the Induction Module (held in the Mandatory section). Thereafter, you are required to update your knowledge annually by taking one or more cyber security modules. This will benefit you in the workplace and at home.

## **INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) ACCEPTABLE USE POLICY**

### **3. When utilising ICT facilities, individuals must not:**

- 3.1 Use ICT facilities to undertake any activity that may bring the Council into disrepute, lead to someone feeling embarrassed, upset, bullied or be illegal. The type of activity includes, but is not limited to cyber bullying, grooming, stalking, making racist comments etc., and covers online services such as email, instant messaging, social media (including accessing a personal account through a work device), video conferencing etc.
- 3.2 Access information which is not needed for your job including, but not limited to information relating to friends, family or neighbours who are clients of the council.
- 3.3 Upload download or access online materials if the content is copyrighted.
- 3.4 Use another employee's user ID and network password to access ICT facilities, otherwise you may be accused of hacking which is a crime.
- 3.5 Write down network passwords, or if you feel that you must do so, then keep them in a safe and secure place so that no one else can find them. Do not store network passwords alongside Council ICT equipment such as PCs, laptops, tablets or smart phones.
- 3.6 Use your own personal device such as a PC, laptop, tablet or smart phone for Council business unless you are adhering to an approved Bring Your Own Device procedure, as you place the Council at significant risk of breaching statutory obligations which can result in a fine and legal action.
- 3.7 Use your own personal accounts such as email, social media, video conferencing etc to undertake Council business. You must never send Council information to personal accounts such as email or social media etc.
- 3.8 Save files to an internal disk (also referred to as a hard disk or c:\drive) because these files are not backed up and if the device such as a PC, laptop, tablet or smart phone is lost or damaged, you will lose the data. Data should be saved to the Council network and Council online storage solutions such as O365
- 3.9 Attempt to alter settings or upload, install or utilise software or apps on Council ICT equipment such as PC's, laptops, tablets, Wi-Fi dongles or smart phones, unless approved by ICT.
- 3.10 Use unencrypted external memory drives or memory sticks to store Council data.

- 3.11 Pass any Council ICT device such as PC's, laptops, tablets, Wi-Fi dongles or smart phones from one member of staff to another, even a family member, without consultation with ICT.
- 3.12 Take photographs of people especially children, without permission. Photographs are personal information and so, are subject to data protection laws. If in doubt, you should contact the Information Governance Team in Legal Services for advice or the Marketing and Communications Service.

## Appendix A

# Information Security Incident Reporting Procedure for All Staff

**Everyone who works for the Council is responsible for the information they handle.**

**If you think the security of any Council information is or has been compromised, please report this immediately to:**

**Emma McBride, Senior Solicitor, Information Governance  
0141 618 5047**

**If Emma is not available, please report to:**

**Allison Black, Data Protection Officer, 0141 618 7175  
Andrew Connor, Records Manager 0141 618 5187 or  
Donna Cunningham, Information Governance Officer 0141 618 7086**

### What is Information?

Information means data, documents and records - in both paper and electronic formats.

### What is Information Security?

Information Security is not just an ICT issue – it is protecting the confidentiality, integrity and availability of information (including ICT systems) from actual or potential compromise or risk.

We do this through both technical and organisational measures designed to avoid loss of or unauthorised access to or disclosure of information.

### Why is Information Security important?

The Council needs information to deliver services. The public and our partners expect the Council to handle their information sensitively and securely. Procedures must be in place to respond when any information held by the Council is lost or compromised.

Information Security is also crucial for the Council's compliance with data protection legislation.

Failure to ensure that information is secure can result in a penalty of up to 20 million Euro by the Office of the Information Commissioner and, of course, significant reputational damage.

### What should be reported as an Information Security incident?

Any loss of or compromise to information should be reported as an Information Security Incident. Examples include loss of personal, sensitive personal or commercially sensitive information, in either paper format or stored on a device such as a laptop, information emailed, posted or faxed to the wrong recipient or unauthorised access to files, folders, or systems.

If in doubt, please ask!




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

**On:** 11 November 2020

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**Report By:** Chief Executive

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**Heading:** Chief Executive's Service – Annual Health and Safety Report 2019/20 and Action Plan 2020/2021

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## 1. Summary

- 1.1 The Council's Health and Safety Policy requires each service to submit an annual report and an annual Health and Safety action plan to the relevant Policy Board.
  - 1.2 The Chief Executive's Service annual progress report is attached as Appendix 1. It sets out the arrangements for the management of health and safety within the service, demonstrates the service's commitment to continuous improvement in health and safety performance in accordance with the Corporate Health, Safety and Wellbeing Strategy 2019-2022 and summarises the achievements from 1 April 2019 to 31 March 2020. Although, appendix 1 provides an update on actions completed before 31 March 2020 the report does highlight the impact that the Covid-19 pandemic has had on health & safety arrangements for Chief Executive's Service.
  - 1.3 The Chief Executive's Service action plan for 2020/2021 is attached as Appendix 2 to this report. It sets out the planned actions the service will undertake during 20/21, outlining the service's commitment to continuous improvement in health and safety performance in accordance with the Corporate Health, Safety and Wellbeing Strategy 2019-2022. This year's action plan also includes specific actions which will be prioritised in response to the Covid-19 pandemic, in order to ensure the safety and wellbeing of Chief Executive's staff.
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## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
  - i) notes the content of the annual report attached at Appendix 1; and
  - ii) approves the Chief Executive's Service health and safety action plan for 2020/2021 at Appendix 2.

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### 3. **Background**

3.1 The Chief Executive's Service comprises of three main service areas: policy and commissioning; communication, marketing and events; economic development, regeneration including City Deal and cultural investment. The principle role, purpose and activities of each these service areas are detailed below:

- **Policy and commissioning**

- lead the Council's corporate and community planning processes and associated performance management and reporting arrangements;
- strengthen collaborative relationships with key Council partner organisations;
- lead the Council's procurement arrangements to deliver best value and wider Council policy benefits;
- lead on the development and adoption of a strategic commissioning approach to the planning and development of services;
- lead on the proactive monitoring of political, social, economic and technology developments and the development of recommendations and plans to respond to and influence these developments as appropriate;
- lead on the development and implementation of major policy focussed strategic programmes, and
- provide a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council.

- **Marketing and communications:**

- lead on the development and management of the Renfrewshire Brand;
- lead on the development and implementation of the Council's marketing strategy;
- lead on the provision of professional marketing, events management and graphical design services;
- lead on the development and implementation of the Council's communication strategy; and
- lead on the provision of internal and external communications, media and public relations services.

- **City Deal, economic development, regeneration and cultural infrastructure:**

- oversee the delivery of Renfrewshire's Economic Strategy and associated workstreams;
- oversee the City Deal projects which will enable investment in the transport network, key development and regeneration sites and improved public transport;
- develop and deliver physical regeneration projects across Renfrewshire;
- lead on the Invest in Renfrewshire programme;
- tackle unemployment with programmes to help Renfrewshire citizens including 16-24 year olds and vulnerable residents;



- encourage the growth of more small and medium- sized enterprises; and
    - implement the Cultural Infrastructure Investment programme
  - 3.2 In addition to the core activities of the service set out above, the service has assumed a number of new responsibilities in support of the pandemic response, and has delivered new services in line with local and national requirements such as the neighbourhood hubs and administering all new business grants applications. The service has also led on all communications and public information activities both internally and externally during this period.
  - 3.3 The Chief Executive's Service Head of Policy and Commissioning is the lead officer for health and safety within the service and is supported by the Strategy, Policy and Insight Manager. Health and safety remains a high profile issue within the service and is dealt with at a senior level with the annual report being reviewed by the senior management team.
  - 3.4 The Chief Executive's Service has a proactive approach to health and safety. This is evidenced by the service's working group and the attainment of accreditation and certification to the British Standard Occupational Health and Safety Assessment Series (BS OHSAS 18001:2007) which measures the suitability and effectiveness of the service's health and safety management system on an annual basis.
  - 3.5 As with other Council services, the majority of staff have been working from home during the pandemic, and the service has adapted its processes and procedures to ensure that standards for all staff working from home are maintained with the health and wellbeing of staff being a priority. The service's health and safety working group has continued to meet virtually, with the current focus being wellbeing, intervention and Display Screen Equipment self-assessments for all employees. The group have cascaded all corporate health and safety bulletins and ensured that an annual DSE has been completed for staff within the new Business World system. Whilst, Heads of Service and managers have had regular wellbeing 'check ins' with their staff and completed Occupational Health assessments if required.
  - 3.6 The annual report 2019/2020 provides information on the implementation of the Chief Executive's health and safety policy and identifies areas for future and continued action which is included as appendix 1 to this report.
  - 3.7 The action plan 2020/2021 identifies areas for future and continued action which is included as appendix 2 to this report. The action plan is monitored on a quarterly basis by the service's health and safety working group and an annual progress report will be presented to the Finance, Resources and Customer Services Policy Board in Spring 2021.
  - 3.8 The preparation of this annual report and action plan has been supported by the corporate health and safety service.
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## **Implications of the Report**

1. **Financial Implications** – none

2. **HR & Organisational Development Implications** – none
3. **Community/Council Planning Implications** – none
4. **Legal Implications** – none
5. **Property/Assets Implications** – none
6. **Information Technology Implications** – none
7. **Equality & Human Rights Implications -**

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

8. **Health & Safety Implications** - The report supports and demonstrates the Council and the Chief Executive's service's commitment to ensuring effective health and safety management.
9. **Procurement Implications** - None.
10. **Risk Implications** - The report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact Implications** - None.
12. **Cosla Policy position** – None
13. **Climate Risk** - None

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

None

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**Author:** Pamela McDonald, 0141 618 7383

# CHIEF EXECUTIVE'S SERVICE



# ANNUAL HEALTH AND SAFETY REPORT

# Overview of 2019/20



## **1. Introduction**

- 1.1 This annual report has been prepared by the Chief Executive's Service in accordance with Renfrewshire Council's Health and Safety Policy and Plan as well as the Corporate Health, Safety and Wellbeing Strategy 2019-2022, the purpose of which is to evaluate the health and safety performance of the service and set future health and safety objectives.

## **2. Covid-19**

- 2.1 In March 2020, working closely with our partners, Renfrewshire Council moved quickly to respond to the emerging coronavirus pandemic, protecting and supporting our employees and communities, particularly vulnerable people across the area.
- 2.2 The Health and Safety Team have been responding to national developments in terms of coronavirus testing, and services across the Council continue to be supported by the team to refer eligible employees and their households for testing. A dedicated Health, Safety and Wellbeing at Work section was developed on the Council's website, which includes advice on PPE, carrying out a home visit, and a staff wellbeing guide.
- 2.3 As a service, the communication team have provided regular health and safety updates to staff throughout the pandemic and regular wellbeing features have been communicated in staff newsletters. There is a dedicated Health, Safety and Wellbeing at Work section on the Council's website, it includes advice on PPE, carrying out a home visit, and a staff wellbeing guide. The guide contains practical guidance on working from home, with hints and tips on setting up a workstation, keeping fit and healthy, supporting mental health and a list of useful contacts of support available. The service will continue to review any new guidance and advice provided on Covid-19 precautions and where appropriate further liaise with HR and Corporate Health and Safety on its implementation.
- 2.4 A COVID 19 specific return to work form has also been developed and is used to support people to return to work following for example a period of self-isolation or due to shielding.

## **3. Management of health and safety within the service**

- 3.1 The corporate policy on health and safety was revised and approved in 2019. The current policy outlines the organisational responsibilities of the Chief Executive, fire wardens, first aiders and other employees with regard to health and safety. The following details are included:
- the health and safety arrangements within the service;
  - the specific information regarding health and safety advice and training; and
  - how to raise health and safety concerns and how to report an accident.
- 3.2 The policy is available for employees to read within the service or from the Chief Executive's Service health and safety page on Renfo. While the Chief Executive has overall responsibility for the implementation of the policy, the Senior Management Team has a general responsibility to ensure that safe conditions of work apply at all times.
- 3.3 The service's strategy aims to ensure that health and safety is an integral part of the overall management of the service and the service continually seeks ways to ensure a safe workplace for all employees.

#### **4. Organisation for implementing health and safety management**

- 4.1 The Head of Policy and Commissioning is the lead officer for health and safety within the Chief Executive's Service and is supported by the Strategy, Policy and Insight Manager who has responsibility for co-ordinating health and safety issues within the service and any areas of concern can be raised directly. This ensures that health and safety remains a high profile issue within the service and is dealt with at a senior level. Health and safety issues can also be raised at regular section meetings and passed on to the health and safety co-ordinator to action.
- 4.2 The service's health and safety co-ordinator is a member of the Corporate Health and Safety Committee. Details of any health and safety issues relevant to the service are discussed at the regular meetings of the committee and are circulated to officers in the service by e-mail (all employees have access to e-mail) and discussed at team meetings. Health and safety is a standing item at team meetings.
- 4.3 The service has a working group which meets quarterly (currently virtually) with a key current priority being Display Screen Equipment self-assessments for all employees. The working group is made up of representatives from across the service and a member of the corporate health and safety team.
- 4.4 Following a review of training needs a revised iLearn package for DSE has now been developed allowing staff to undertake the DSE assessment directly on Business World and is reviewed both by their local manager but also the Health and Safety Service ensuring appropriate procedures and practices are in place.
- 4.5 Additionally, a revised New and Expectant Mothers risk assessment which includes information concerning Covid-19 as well as the other risk factors has been developed. The form will be placed on Business World shortly and the service will utilise this new format.
- 4.6 These arrangements help promote the communication of health and safety information within the service, provide an opportunity for all officers to bring any health and safety issues to the attention of their line manager and/or health and safety co-ordinator while at the same time ensuring that health and safety retains its high profile within the service.

#### **5. Consultation mechanisms**

- 5.1 The Health and Safety Committee, amongst the functions listed above also act as a sounding board in respect of issues that arise within the service in relation to health and safety matters. Members of the committee provide a mechanism to disseminate consistent practice across the Council. In addition, virtual staff meetings and regular one to ones allows staff to raise issues, discuss concerns and seek any health and safety information with their line manager/Head of Service.

#### **6. Planning and setting standards**

- 6.1 The service works with Corporate Health and Safety officers to identify any potential occupational health risks within the service. Three areas have been identified as potential hazards in an office environment and/or in the current working from home environment for the service. The ongoing monitoring and evaluation ensures improvement actions are being taken where required. These three areas are:
- Display Screen Equipment (DSE);
  - Musculoskeletal hazards; and
  - Ergonomics

- 6.2 In addition, the events team manage a programme of public events each of which are individually risk assessed, a bespoke Event Manual and risk assessment is created in conjunction with multi agency partners and Council services for each event, with public safety the top priority. Due to the ongoing restrictions on mass gatherings the live major event programme for 2020 was cancelled and a new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate Covid-19 safety measures and restrictions. For the strategy, the service will work with colleagues in health & safety to ensure all national and local guidance is adhered to.
- 6.3 In response to the pandemic, the Neighbourhood Hub model was developed in partnership with colleagues across the Council and our partners. Physical hubs bases have been established in Renfrew, Paisley and Linwood which have provided support services to over 300 households from the start of the lockdown period. Health and safety assessments were completed for all three locations and PPE was secured for all staff working there.
- 6.4 Arrangements are in place to ensure that all new employees undertake the display screen equipment iLearn training course on the Council's intranet, 'Renfo' and a display screen equipment self-assessment is carried out for all new employees using the newly launched form within Business World. These assessments ensure that all workstations within the service comply with best practice. New and expectant mother risk assessments are also carried out and lone working risk assessments are carried out for any officers classified as 'lone workers'. All staff have been advised of the new Business World health and safety modules and that self-assessments should be carried out annually.
- 6.5 Fire safety is a highlighted risk within the service, this is controlled by Fire Evacuation drills, risk assessments and training all of which raise awareness amongst staff.

## **7. Training**

- 7.1 Training is integral to the service's approach to health and safety. Courses for staff are included in the corporate training planner as well as a number of modules on iLearn.
- 7.2 Staff who attend health and safety training are reminded that course evaluations should be undertaken by the delegate to provide feedback.

## **8. Active monitoring**

- 8.1 The Chief Executive's service health and safety working group is made up of representatives from across the service and a member of the corporate health and safety team meets quarterly, monitoring actions through the reporting year. Any information communicated via the corporate health & safety committee is also raised and discussed with the group.

## **9. Re-active monitoring**

- 9.1 The likelihood of an accident taking place within the Chief Executive's service is relatively small, so there is currently no need to utilise accident statistics to identify and implement prevention programmes. We will continue to review this during the pandemic and in light of the current changes to working practices.

- 9.2 The Chief Executive's service continues to monitor throughout the reporting year with monthly reports being provided to senior managers showing monthly, quarterly and cumulative absence information.

## **10. Review of health and safety management**

- 10.1 The service has made good progress towards achieving health and safety objectives and a number of these will be continued into next year.
- 10.2 Health & safety procedures across the service have been monitored throughout the reporting year and employees are encouraged to carry out self-assessments annually using the new Business World modules. The service continues to review procedures and communicate updates to staff.

## **11. Conclusion**

- 11.1 Health and safety remains a high profile and important activity within the Chief Executive's Service. Health and Safety is viewed as the responsibility of all employees and information, training, advice and guidance is provided on this basis. The involvement and support of all employees is sought in ensuring the working environment is safe and secure for all employees and visitors.

**Chief Executive's Service Health and Safety Action Plan  
2020 - 2021**

<b>Action Title</b>	<b>Due Date</b>
Ensure all staff have access to the latest Covid-19 related guidance including social distancing, health, safety, wellbeing, PPE, DSE etc	31-Mar-2021
Ensure that all staff who require Return to Work Covid-19 Risk Assessment for At Risk Employees have been completed	31-Mar-2021
Ensure staff are aware of Covid-19 Scottish Government guidelines FACTS (face, avoid, clean, two meters, self-isolate)	31-Mar-2021
Ensure managers include health and safety as part of the induction process for new staff, including all Covid-19 related guidance	31-Mar-2021
Encourage staff to complete corporate risk management training (and other health and safety related modules) on iLearn and attend training courses as required. For example, Personal Safety / Violence and Aggression, Mental Health First Aid, First Aid (General), Wellbeing, General risk assessment training, prevention of accidents etc.	31-Mar-2021
Ensure that there are sufficient Fire Wardens and staff are trained in fire prevention across the Chief Executive's service.	31-Mar-2021
Ensure all staff are aware of the new Business World health and safety modules and that display screen equipment self-assessment module within Business World should be carried out annually.	31-Mar-2021
Continue to review the Chief Executive's service health and safety procedures in line with current risks / incidents / Covid-19	31-Mar-2021
Continue to identify and contribute to initiatives to promote better health and wellbeing of staff including Healthy Working Lives campaigns	31-Mar-2021
Continue to record and monitor any workplace accidents involving staff in the Chief Executive's service	31-Mar-2021



Continue to monitor absences in relation to health and safety	31-Mar-2021
To ensure all service areas are represented at the Chief Executive's health and safety working group and relevant actions embedded in this action plan	31-Mar-2021
Monitor and update the 5A High Street Health & Safety Action Plan	31-Mar-2021
Ensure that all events planned have an individual event manual which includes health & safety	31-Mar-2021





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

**On: 11 November 2020**

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

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**Heading: FARS Health and Safety Report and Plan 2020/2022**

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## **1. Summary**

- 1.1 The council's health and safety policy places a responsibility on each service department to prepare an annual report evaluating the management of health and safety within the service.
  - 1.2 The Finance and Resource Service's report is attached as Appendix 1. The report sets out the health and safety activity within the service in the year up to 31 March 2020 and demonstrates the service's commitment to continuous improvement in health and safety performance. The report summarises achievements to March 2020 and appended to the report is the service action plan for 2020/22, detailing the actions which the service aims to take to consolidate and improve health and safety practice.
  - 1.3 Finance and Resource Services have a proactive approach to health and safety. This is evidenced by the attainment of accreditation and certification to BS OHSAS 18001:2007. The standard measures the suitability and effectiveness of the service's occupational health and safety management systems
- 







## **2. Recommendations**

- 2.1 It is recommended that the Board:
    - i) notes the content of the report at Appendix 1; and
    - ii) approves the plan appended to the report
-

### 3. **Background**

- 3.1 The service's health and safety governance arrangements were refreshed in 2019/20 and the health and safety policy revised. Opportunities identified then to strengthen the service department's health and safety arrangements have now had the time to bed in.
- 3.3 The service health and safety planning group which had reformed in January 2019 continued to meet in line with its terms of reference throughout the year. The service continued to be represented at and contribute to meetings of the Corporate Health and Safety Committee.
- 3.4 The attached report covers the period from April 2019 to March 2020 and the new plan proposed will cover the period from now to March 2022, based on the service department's current health and safety risk profile.

The key components of the attached are:

-  1. Management of health and safety within the service
-  2. Organisation for health and safety management
-  3. Training undertaken 2019/20
-  4. Annual statistics 2019/20
-  Appendix 1: Outturn - FAR Health and Safety Plan 2019/20
-  Appendix 2: FAR Health and Safety Plan 2020/22

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### **Implications of the Report**

- 1. **Financial** – not relevant to report recommendations
- 2. **HR & Organisational Development** – not relevant to report recommendations
- 3. **Community/Council Planning** – effective risk management supports the delivery of all community/ council plan outcomes
- 4. **Legal** – not relevant to report recommendations
- 5. **Property/Assets** – not relevant to report recommendations
- 6. **Information Technology** – not relevant to report recommendations
- 7. **Equality & Human Rights** – not relevant to report recommendations
- 8. **Health & Safety** – as per the subject matter of this report

9. **Procurement** – not relevant to report recommendations
  10. **Risk** – as per the subject matter of this report
  11. **Privacy Impact** – not relevant to report recommendations
  12. **Cosla Policy Position** – not relevant to report recommendations
  13. **Climate Risk** – not relevant to report recommendations
- 

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

- (a) Background Paper - none
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## Health and Safety Report

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### Finance and Resources

## Introduction

This report is prepared by Finance and Resources in line with the council's corporate health and safety policy and service health and safety policy. The report details the service's health and safety performance in 2019/20 and sets out the service's health and safety plan going forward, particularly in light of the Covid-19 experience.

## 1. Management of health and safety within the service

1. The service continues to implement its approved health and safety policy. The Service Director is, so far as is reasonably practicable, responsible for ensuring the health, safety and well-being of employees and others who may be affected by the service's activities.
2. The Head of Property Services supports the Service Director by chairing the FAR Health and Safety Planning Group and the FAR Health and Safety Committee. The Head of Service provides health and safety updates to the Senior Management Team, ensures service areas are appropriately represented on the planning group and committee, prepares the service annual health and safety report and oversees the implementation of the service health and safety plan.
3. The Service Director has nominated Karen Locke (a service manager) to the role of service health and safety co-ordinator, to support the Head of Property Services in their role. The co-ordinator gathers information for health and safety reporting, preparing information (such as accident data and performance data), for meetings of the planning group and committee and representing the service on the corporate health and safety committee.
4. All Heads of Service fully support the implementation of the service health and safety policy across all their teams, and service department managers engage in any actions required to support the annual plan.

## 2. Organisation for health and safety management

1. The main 'groups' involved in organisation for health and safety matters are the FAR Health and Safety Committee and FAR Health and Safety Planning Group.
2. The Health and Safety Committee has representation from all areas of the service as well as staff side representatives appointed by the relevant Trade Unions. The committee monitors the implementation of good health and safety practice across the service and progress being made in relation to agreed priorities.
3. The Health and Safety Planning Group works to its established terms of reference, assists with development and implementation of the service health and safety policy and plan and provides a forum where members can review relevant statistics, identify trends, areas for improvement and potential solutions. The Group can take forward corporate initiatives and meets to share both good practice and lessons learned from across the service department. Current members of the Planning Group are:

Service Area	Representatives	
CBS Adult Services	Louise O'Connor	Service Delivery Officer
CBS – Customer Services & Advice Works	Julie McBride	Senior Service Delivery Officer
CBS – Outlying areas	Rhona Barnes	Service Delivery Manager
CBS – Revs & Financial Support	Mary Sweeney	Development Officer
CBS – RH Hub	Craig McEwan	Team Leader
CBS – Schools Support	Sylvia Easton	Senior Service Delivery Officer
Corporate Finance	Vicki Aitken	Service Accountant
Corporate Governance	Mark Conaghan	Legal & Democratic Services Manager
ICT	Gillian Dickie	Partnering & Commissioning Manager
Internal Audit Services	Karen Locke	Risk Manager
Property Services	Craig Thorpe	Corporate Asset/Energy Manager
Transformation and OD HR	Clare McGivern	Administrative Officer

4. The service's key health and safety risk profile was reported to Board last year, as shown in the table below. The Health and Safety Planning Group reviewed the risk profile at its meeting on 11 March 2020 and agreed that the risk profile remained accurate at that point in time; there had been no material changes in terms of services provided across the various teams represented and there had been no new incident trends that would lead to a change in the health and safety risk profile for the service.

Service area	Key Service H&S Risks						
	Musculo-skeletal	Stress	Work at Height	Lone Working	Occupational Driving	Violence & Aggression	Slips, trips, falls
CBS Customer Services & Advice Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> Public	<input checked="" type="checkbox"/>
CBS Outlying areas, adult servs and operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
CBS – Revs & Financial Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
CBS – RH Hub	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CBS – Schools Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Corporate Governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ICT	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Internal Audit Services	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Property Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Transformation & OD	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

5. Further to the 11 March review however and with Covid-19 leading to national lockdown, some employees were involved in our efforts to support the Covid-19 response, and these included:
- colleagues involved in new customer contact services (Local Assistance Team), supporting individuals shielding from the virus and others requiring support with access to food and medicines,
  - the corporate health and safety team being significantly involved in supporting services with covid-related risk assessments and supporting the safe return of schools, and,
  - colleagues temporarily deployed to different roles to support the response to the crisis.

### 3. Training undertaken 2019/20

- During 2019/20 a total number of 88 FARs employees undertook health and safety-related courses across the various courses outlined in the table to the right.
- In addition to the above, 356 FARs staff undertook Display Screen Equipment awareness training via iLearn – the online learning platform used in the council.
- Further, 40 staff undertook IT Server Gas Suppression Evacuation training, and 12 Manual Handling Toolbox Talks were delivered across the service.

Course	Nos. 2019 - 2020
Mental Health First Aid	20
General Fire Wardens	7
Violence and Aggression	10
Fire Evac Chair Training	3
General Risk Assessment	2
Mindfulness Sessions	13
Fire Risk Assessment	2
Menopause Workshops	26
<u>3 day</u> First Aid at Work	4
<u>2 day</u> First Aid at Work Refresher	1
<b>Total =</b>	<b>88</b>



## 4. Annual statistics 2019/20

### 1. Accidents and incidents

The table to the right shows the stats for 2019/20 across the different incident types reported. A total of 16 incidents have been reported in the year.

These 16 reported incidents represent an increase of 6, up from the 10 reported in 2018/19, however the lower number recorded in 2018/19 may have been impacted by the move to the new corporate accident and incident reporting module on Business World. This is a matter that is being kept under close review by the service's health and safety planning group.

The numbers are relatively low meaning that it is not possible to see trends in causal data however the incident reporting form is structured to encourage lessons to be learned from incidents on a case by case basis.





Accident/ incident type	Nos. 2019/2020
Verbal aggression	3
Slip trip fall at same level	3
Struck by an object	3
Struck against	3
Road traffic accident	1
Lifting and handling injury	1
Contact with machinery	1
Fall from height	1
<b>TOTAL:</b>	<b>16</b>

### 2. Employers liability claims for FARs employees

During 2019/20 one employers liability claim was received and settled in relation to a head knock from a falling object.

## 5. Plan - Do - Check - Act

1. Reviewing our health and safety objectives – in considering the service objectives and development of the health and safety plan, the service health and safety planning group has taken account of:

-  the key risk profile;
-  any trends around accidents and incidents;
-  any trends around employers liability claims; and,
-  any other priorities raised by individual members of the planning group.

2. The outturn report for the service health and safety plan 2019/2020 is provided in Appendix 1.
3. The service health and safety plan going forward is provided in Appendix 2. While the plan would usually cover a single year, in the current circumstances the plan will cover through to March 2022. An annual report will still be submitted to Board early 2021/22 to report on the 2020/21 outturn and highlight any new actions to be added to the plan for the remaining months.

## Appendix 1: Outturn - FAR Health and Safety Plan 2019/20

1. The service health and safety plan for 2019/20 focused on four priority areas as they were relevant to the majority of service areas:

- ✚ **musculoskeletal disorders**
- ✚ **lone working**
- ✚ **stress**
- ✚ **violence and aggressions**







In addition, through analysis of health and safety incidents in 2018/19, '**slips, trips and falls**' was also added as a priority for action in 2019/20.

One further element was included in the plan, as raised by Property Services and this related to plans to undertake specific refresher training for staff on asbestos management.

2. Performance against the 2019/20 plan:

- ✚ The plan outlined 6 key risk areas with associated actions
- ✚ When the plan was developed there was a 90% target set for completion. Some actions were scheduled for the end of March 2020, by which time the UK had entered a national lockdown and due to the related impacts, some actions had to be temporarily put on hold meaning that the target was not achievable.
- ✚ Given the above, it is the service's intention to roll the action plan forward for completion during 2020/21 instead. New actions will be added to reflect the current working environment where many of the service's employees continue to work from home.

### Action plan that was initially established for 2019/20

Risk statement	Risk controls expected to be implemented	Focused actions for 2020/21	Action status
If the potential for <b>musculoskeletal disorders</b> is not sufficiently addressed there is an increased risk to staff wellbeing and increasing absence levels	<ul style="list-style-type: none"> <li>▪ DSE assessments should be undertaken as a matter of course every 18 months</li> <li>▪ DSE assessments should be undertaken specifically and timely for any new starts, anyone moving desks or anyone with a material change of circumstances</li> </ul>	<ul style="list-style-type: none"> <li>▪ To undertake an audit within all teams to identify any staff who are due/ overdue DSE assessments (<b>Target 100% teams</b>)</li> <li>▪ To ensure any overdue DSE assessments are carried out online by staff (<b>Target 90% relevant FAR staff</b>)</li> </ul>	 COMPLETE  <i>2nd action was rolled forward due to homeworking by default and new (Covid) DSE forms issued</i>
If the risks associated with <b>lone working</b> are not sufficiently addressed there is an increased risk to staff safety and the potential for physical or psychological harm	<ul style="list-style-type: none"> <li>▪ Corporate and local procedures to be followed to ensure staff safety and to assist with early identification where staff make be exposed to harm or ill-health</li> </ul>	<ul style="list-style-type: none"> <li>▪ To identify lone workers across all teams (<b>Target 100% teams</b>)</li> <li>▪ To ensure all risk assessments are updated for identified lone workers (<b>Target 90% relevant FAR staff</b>)</li> </ul>	 COMPLETE  <i>2nd action was rolled forward due to homeworking by default and home visits cancelled during lockdown</i>
If <b>stress in the workplace</b> is not sufficiently identified and addressed there is an increased risk to staff wellbeing and increased risk of absence	<ul style="list-style-type: none"> <li>▪ Appropriate access to and use of stress in the workplace risk assessments and team stress risk assessments, and application of the corporate supporting attendance policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ To identify any actions that the service needs to undertake in order to support the revised corporate stress in the workplace strategy.</li> </ul>	 COMPLETE
If potential exposure to <b>violence and aggression</b> is not sufficiently addressed there is an increased risk to staff safety and the potential for physical or psychological harm	<ul style="list-style-type: none"> <li>▪ Implementation of the corporate policy on violence and aggression</li> <li>▪ Implementation of corporate training (including for example breakaway techniques)</li> </ul>	<ul style="list-style-type: none"> <li>▪ To promote awareness of this risk across all teams (<b>Target 100% teams</b>)</li> <li>▪ To assess training requirements, linking in with corporate health and safety colleagues</li> </ul>	<i>Both actions rolled forward (Due end March 2020 and overtaken by Covid-19)</i>
As evidenced by accident data, the risk of <b>slips, trips and falls</b> needs to be addressed otherwise there could be avoidable incidents, with injury to staff and there is an increased risk to staff safety and related absences	<ul style="list-style-type: none"> <li>▪ Apply health and safety flashes such as 'stairwell safety'</li> <li>▪ Be personally alert to wet or uneven surfaces</li> <li>▪ Wear appropriate footwear</li> </ul>	<ul style="list-style-type: none"> <li>▪ To review in more detail the 2019/20 slip, trip and fall data to ensure all lessons have been learned and undertake any appropriate actions</li> <li>▪ Corporate rep on planning group to give presentation on proactive inspection for slip, trip, fall risks</li> <li>▪ Group members to undertake proactive inspections</li> </ul>	 COMPLETE <i>(11 March meeting)</i>
If the presence of <b>asbestos</b> in any relevant properties is not effectively identified and managed there is an increased risk to staff (and public) safety, an increased risk of claims against the council and HSE intervention.	<ul style="list-style-type: none"> <li>▪ Asbestos management surveys, carried out in accordance with HSG 264, have been undertaken in all public buildings, information is available on CAMIS.</li> <li>▪ Further surveying is carried out prior to any refurbishment or demolition.</li> <li>▪ All contractors must be given asbestos information prior to commencing any repairs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Periodic re-inspections will be carried out to check the condition of previously identified asbestos.</li> <li>▪ Asbestos awareness refresher training to be arranged for relevant staff within Property Services.</li> </ul>	 COMPLETE   COMPLETE

## Appendix 2: FAR Health and Safety Plan 2020/22

1. The Finance and Resources service department is very diverse in terms of activities, with employees *usually* spread across many different sites. At the time of preparing this service health and safety plan however, the vast majority of Finance and Resources employees continue to work from home. In doing so, the service contributes to reducing the risk of transmission of the Covid-19 virus where possible, and in doing so contributes to the key national objectives to save lives, support the NHS, help schools to remain open and support livelihoods through as many businesses as possible remaining open.

2. The service health and safety risk profile *usually* highlights the following priorities:

- ✚ 11 of 11 service areas have identified **musculoskeletal disorders** as a relevant risk factor
- ✚ 10 of 11 service areas have identified **lone working** as a relevant risk factor
- ✚ 09 of 11 service areas have identified **stress** as a relevant risk factor
- ✚ 09 of 11 service areas have identified **violence and aggression** as a relevant risk factor






As a result of the pandemic however and being at the 'tipping point' of a second wave of the virus, the fundamental health and safety priority for the service is the wellbeing of our employees while working from home, or in the case of many of our Customer and Business Services colleagues, working in schools and some customer-facing services.

3. Given the above, the plan going forward will:

- ✚ include **outstanding actions rolled forward from 2019/20** in relation to the usual risk profile
- ✚ include new actions that reflect the importance of managing **employee wellbeing during the Covid-19 pandemic**.

4. Additionally in light of the present circumstances, where the Covid-19 risk is likely to be a concurrent risk throughout the winter season along with the risk of seasonal flu, the plan will include the risk of **potentially higher levels of staff absence** and reflect the contingency arrangements the service has in place as well as any other relevant actions to be undertaken.

### Action plan for 2020/22

Risk statement	Risk controls expected to be implemented	Focused actions for 2020/21	Action status
If the potential for <b><u>musculoskeletal disorders</u></b> is not sufficiently addressed there is an increased risk to staff wellbeing and increasing absence levels	<ul style="list-style-type: none"> <li>▪ DSE assessments should be undertaken as a matter of course every 18 months</li> <li>▪ DSE assessments should be undertaken specifically and timely for any new starts, anyone moving desks or anyone with a material change of circumstances</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure DSE assessments are carried out online by staff using the new Business World assessment</li> </ul>	 In progress
If the risks associated with <b><u>lone working</u></b> are not sufficiently addressed there is an increased risk to staff safety and the potential for physical or psychological harm	<ul style="list-style-type: none"> <li>▪ Corporate and local procedures to be followed to ensure staff safety and to assist with early identification where staff make be exposed to harm or ill-health</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify any lone workers (in the current Covid-19 context) and ensure risk assessments are updated</li> </ul>	 In progress
If potential exposure to <b><u>violence and aggression</u></b> is not sufficiently addressed there is an increased risk to staff safety and the potential for physical or psychological harm	<ul style="list-style-type: none"> <li>▪ Implementation of the corporate policy on violence and aggression</li> <li>▪ Implementation of corporate training (including for example breakaway techniques)</li> </ul>	<ul style="list-style-type: none"> <li>▪ To promote awareness of this risk across all teams</li> <li>▪ To assess training requirements, linking in with corporate health and safety colleagues...</li> </ul>	 In progress
<b><u>COVID-19 and employee wellbeing</u></b> It is nationally accepted that essential measures to control transmission of the virus lead to other harms, such as an adverse impact on mental health and wellbeing and in some cases, this could be exacerbated through longer term homeworking by default.	<ul style="list-style-type: none"> <li>▪ Access to and uptake of a range of wellbeing services and guidance as set out online for employees, and regularly highlighted through corporate comms:  <a href="http://www.renfrewshire.gov.uk/article/10541/Working-from-home#Health%20and%20wellbeing">http://www.renfrewshire.gov.uk/article/10541/Working-from-home#Health and wellbeing</a> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote health, safety and wellbeing to all FARS employees</li> <li>▪ Ensure managers regularly communicate with staff to support mental and physical wellbeing, particularly throughout the winter season</li> </ul>	 In progress
<b><u>COVID-19 concurrent winter risk</u></b> With a second wave of the virus coinciding with the winter period and the potential also for season flu, there is an increased risk of <b><u>higher levels of staff absence</u></b> which could lead to impact on employee wellbeing and service disruptions	<ul style="list-style-type: none"> <li>▪ Uptake of the flu vaccination will be an essential part of mitigating this concurrent risk and minimising higher levels of employee absence.</li> <li>▪ Service business continuity plans/ restoration plans are in place to minimise impact on service provision arising from higher levels of employee absence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure managers regularly communicate with staff to support mental wellbeing particularly throughout the winter season.</li> <li>▪ Promote uptake of the Councils flu vaccination programme to all staff through managers promote the uptake to remaining staff who qualify for the NHS Scheme</li> </ul>	 In progress





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

**On: 11 November 2020**

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

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**Heading: 2020/21 Mid-Year Report on the Health and Safety activities within Renfrewshire Council.**

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## **Summary**

- 1.1 This report provides an update on the health and safety arrangements and performance of Renfrewshire Council in effectively managing health, safety and wellbeing for the period 1 April 2020 to 30<sup>th</sup> September 2020.
  - 1.2 The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended) place duties on the Council to ensure, so far as is reasonably practicable, the health of their employees and others that could be affected by work activities.
  - 1.3 This report outlines the Council's commitment to ensuring the health, safety and wellbeing of our employees during the COVID-19 pandemic and public health crisis, and takes into consideration our response to the Scottish Government's strategy document "*Coronavirus (COVID-19): Scotland's route map through and out of the crisis*".
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## **2. Recommendations**

- 2.1 The board notes the attached report on the health, safety and wellbeing arrangements and performance in the Council.

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### **3. Background**

- 3.1 A safe and healthy organisation is one that successfully balances the needs of individuals with the needs of the organisation. It is recognised that through the COVID-19 pandemic and especially during the initial 6-week national lockdown, our workforce faced a new and demanding working environment that required different ways of working, the provision of new services for local people and considerable organisational change delivered at pace. Factors that can influence the safety and physical and mental wellbeing of our employees.
- 3.2 Health and safety at work is not only about health and safety management, occupational health and promoting healthier lifestyles; it is recognised that the way in which work is organised also plays a key role. To be truly effective, health and safety must be an everyday process and an integral part of the workforce culture at all levels across the Council.
- 3.3 The Health and Safety team are an integral part of the council's emergency management team, providing clear guidance in response to Government, NHS and Health Protection Scotland policies in relation to the COVID-19 pandemic. The team collaborates across local authority boundaries to share knowledge and best practice.

### **4. Key areas of activity**

- 4.1 Throughout the crisis, the health and safety team (part of HR and OD), have worked collaboratively with key stakeholders, including Trades Unions and services to provide a rapid response during the pandemic, ensuing activities being undertaken across services were thoroughly risk assessed, with a particular focus on protecting key workers. Controls were being reviewed dynamically in response to emerging guidance and public health advice.
- 4.2 Protecting mental health and wellbeing has been a key priority for the health and safety team. The team work closely with the communications and marketing service to regularly engage with the workforce and to provide access to a wide range of mental health and wellbeing support and services. This has included; development of a wellbeing hub on the council website for all employees to access; enhancements to the staff counselling service to include specialist Post Traumatic Incident support for employees affected by COVID-19; mental health awareness training for managers and supervisors updated and promoted widely through the wellbeing hub; and a dedicated COVID-19 telephone line to provide quick and effective support for council employees to discuss health concerns. All contributing to our absence management strategy.

The Quality of Working Life (Stress) Risk Assessment (QWLRA) is an important tool to help services manage absence. The council's stress policy and the management support tools for dealing with workplace stress have been updated to take account of the new COVID-19 risk assessment procedure.



- 4.3 PPE provision - at the start of the pandemic, a corporate personal protective equipment group was established with key services across the council and this group continues to ensure that stocks of PPE are maintained at a reasonable level and available for those who require it. The group monitors new and emerging guidance to manage impact and ensure resilience.
- 4.4 Reporting workplace COVID-19 transmission became reportable this year to the Health and Safety Executive under RIDDOR - the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

The table below is a summary of RIDDOR Notifications by the health and safety team (1<sup>st</sup> April to 30<sup>th</sup> September 2020):

Service	Number of employee reports	COVID 19 category employee reports
Chief Executives	0	0
Communities, Housing and Planning	1	0
Children Services	1	7
Environment & Infrastructure	0	8
Finance and Resources	0	0
Renfrewshire Health and Social Care Partnership	0	6

The table below demonstrates the Council's safety performance against the RIDDOR categories in this reporting period.

RIDDOR Category	Number of reports
Lifting and Handling	0
Physical Assault	0
Dangerous Occurrences	0
Slip, trip and fall	1
Fall from Height	1
Movement including Transport	0
Struck by Object	0
Covid 19 workplace transmission	21
Another	0

- 4.5 Health and safety training - in order to provide as much continuity as possible to the workforce, the provision of face-to-face health and safety training has been replaced by a digital programme, with a particular focus on the safe and correct use of PPE and DSE assessments for those in the workforce who must continue to work from home. New digital training also includes:

Fire warden training – an e-learning package is available for fire safety and we continue to provide advice to high risk areas such as care homes. Bespoke courses were delivered to several premises across the council including residential units. 118 staff were trained.

Violence and aggression training - this training allows delegates to understand the impact of violence and aggression in the workplace. 8 delegates were trained.

Throughout the reporting period, the health and safety team have also supported one-to-one training on topics such as accident incident reporting and stress risk assessment.

- 4.6 Policy development - as part of the organisational response to suppressing COVID-19 and to support our workforce to work safely in new ways, several health and safety policies have been/are being revised and additional policies have been developed and include:

- Display Screen Equipment guidance
- Homeworking guidance
- Guidance for First Aiders
- Working in Vehicles
- HAZID and workplace specific risk assessments
- Schools checklists
- COVID-Age risk assessments

Other health and safety policies and guidance in the process of revision include; *Hand Arm Vibration, Fire, Violence and Aggression, Control of Legionella and Stress.*

New policies are available on the Intranet and staff section of the council website.

- 4.7 Health and safety engagement - to ensure a collaborative approach to health and safety with employees, the Corporate Health and Safety Committee (CHSC) continue to progress health and safety issues. This committee has representation from services and trade unions. During this reporting period, we moved to a weekly meeting to allow for direct discussion and collaboration on all health safety and wellbeing measures relating to the pandemic.
- 4.8 Business as usual support - the health and safety team continue to provide specialist support to services across and council and the corporate policy unit, and to Finance and Resources to support insurance claims, SARs and FOIs.

## **5. Resumption of schools and council services**

- 5.1 A key priority has been to support the safe return to the workplace of all employees in line with Government guidance. This has required careful risk assessments to be carried out with all employees previously considered to be at a higher risk of illness due to COVID-19 and a detailed programme of support for those previously identified under the National Shielding List. To support employees to return to the workplace safely, the health and safety team developed a COVID age risk assessment, underpinned by Occupational Health support. The process includes careful consideration of individual circumstances and identification of specific health conditions and concerns to provide an indication of susceptibility of complications resulting from COVID-19 infection.

This has been used to support Occupational Health referrals and control measures within the workplace to ensure employees can return to work when guidance allows, and to a safe working environment. The health and safety team continue to reflect updated guidance in this approach and ensure individual risk assessments are updated.

- 5.2 To support the resumption of services and COVID-secure workplaces, the Health and Safety team developed a HAZID document to allow detailed assessments of building and site layout to best incorporate new safety measures such as physical distancing, ventilation and cleaning regimes. This has been and will continue to be the standard applied to all council premises as they are reopened for employees and local people. Completion of the HAZID requires the collaboration and expertise of a cross-service team including property services, facilities management and health and safety.
- 5.3 To support the safe return of teachers to the school estate from June and a return to full-time education for pupils in August, the HAZID process was extended to headteachers at all Renfrewshire schools and nurseries, supported by visits to premises by the health and safety team. This was carried out to enable both a blended teaching model to be implemented and/or a return to learning full-time. A COVID-19 secure checklist was developed with each Headteacher to direct preparations for the opening of each establishment and ongoing management of a safe learning environment. The health and safety team continue to support the school estate and monitor the impact of any updates to the COVID-19 guidance – including the new 5 levels of protection introduced by Scottish Government.

## **6 Sickness Absence**

- 6.1 Throughout the pandemic, HR and OD have been monitoring absence levels very closely and providing statistical information to the Emergency Management Team and reported to the Emergency Board.

Under challenging working arrangements and the rapid response required from the council to respond to lockdown, short term absences have reduced. This is likely to be due to 'working from home arrangements' allowing people to easily continue to work, even if they were feeling a little unwell.

Longer term absences have risen slightly compared to the same time last year but this may be due to anxieties around the initial impact of the Covid 19 virus on those employees who have underlying conditions that may have made them more susceptible to the impact from the virus.

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## **Implications of the Report**

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.
2. **HR & Organisational Development** - This report supports the Council's commitment to the health, safety and wellbeing of employees.

3. **Community/Council Planning** – This report and plan supports the objectives contained within the community and council plans.
4. **Legal** - The council will continue to comply with current health and safety legislation.
5. **Property/Assets** - Having a robust health and safety management system in place and an effective risk control system should ultimately reduce the risk of property damage and potential loss of premises which could be caused by fire for example.
6. **Information Technology** - Not applicable.
7. **Equality & Human Rights**  
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report as it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - This report supports and demonstrates the council's commitment to ensuring effective health and safety management.
9. **Procurement** - Finance and Resources, HR and Organisational Development (FAR, H.R. and O.D.) health and safety section has a valuable input to the Council's procurement system.
10. **Risk** - This report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact** - Not applicable.
12. **Cosla Policy Position** - Not applicable.
13. **Climate Risk** - none

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#### List of Background Papers None

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

**On: Wednesday 11 November 2020**

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

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**Heading: Contract Authorisation Report for the Support, Maintenance and Hosting of Business World**

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## **1. Summary**

- 1.1 The purpose of this report is to seek approval of the Finance, Resources and Customer Services Policy Board to award a negotiated contract for the Support, Maintenance and Hosting of Business World.
  - 1.2 The procurement exercise was conducted in accordance with the Renfrewshire Council's Standing Orders Relating to Contracts and the Public Contracts (Scotland) Regulations 2015.
  - 1.3 The request to negotiate was approved by the Strategic Commercial Procurement Manager on 14 May 2020. An addendum to the request to negotiate altering the contract length and value previously requested was also approved by the Strategic Commercial Procurement Manager on 7 October 2020.
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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:
  - 2.1.1 Award the contract for the Support, Maintenance and Hosting of Business World to Unit 4 Business Software Limited following completion of negotiation on the terms to the satisfaction of the

Head of Corporate Governance and the Director of Finance and Resources.

- 2.1.2 The Contract will be for a period of 8 years from the Date for Commencement of Services ("Go-live Date") plus the option to extend for a year, on 2 separate occasions. It is anticipated that the Contract will start on 27<sup>th</sup> November 2020 to allow time required as noted in 3.2.
- 2.1.3 The Contract value will be £475,000 per annum excluding VAT plus an annual increases attributable to the Consumer Price Index. These will be applied annually throughout the life of the contract including the extension periods if taken up. The total Contract value including all extension periods if utilised will be £4,750,000 excluding VAT plus any annual CPI increases.
- 2.1.4 The Contract will allow additional exceptions of cost for Licence Scalability. This will be required should the number of Self-Service Users within the Council increase and additional licences need to be added during the contract duration. Therefore, there will be a contingency value of 10% of the annual contract value for Licence Scalability.

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### 3. **Background**

- 3.1 The Council awarded a Contract for the Supply and Implementation of an Enterprise Resource Planning (ERP) Solution ("ERP Contract") on 19 July 2016 (the Effective Date). This current Contract is due to expire on 31 March 2021. The Council requires a replacement and in accordance with the preference for cloud based ICT support and digital strategy ICT Services require a Software as a Service (SaaS) Contract for the Support, Maintenance and Hosting of Business World for this continued use of the Business World system.
- 3.2 To ensure continuity and continued access to the Business world system the Council requires the replacement service to be in place prior to the expiry of the Council's current ERP Contract on 31 March 2021 and to allow for an implementation phase to transition to the new Contract. This overlap will allow the Council to work with the supplier to upgrade the current hosting infrastructure from Azure 0.1 to Azure 0.2, and for the Council to conduct Integration Systems Testing and User Acceptance Testing of all environments on the Business World System before the Go-live Date for the Contract.

- 3.3 As a minimum, this Contract will include:
- All Licenses required with usage limits of 120 Enterprise Users, 1,100 Professional Users and 9,780 Self Services Users;
  - Business World software including development and support; and
  - Cloud hosting for 3 environments (i.e. instances), 2 of which are high performance, required by the Council. These instances are: LIVE, DEVELOPMENT, TEST/TRAIN. Each environment has significant daily performance expectations given the scale of the Council (i.e. 11,000 employees) and associated technical support.
- 3.4 To assess the level of interest in providing this replacement service the Council initially published a Prior Information Notice (PIN) on 6 April 2020 asking interested suppliers to express their interest by answering a list of 6 questions relating to the requirements of this Contract. When no responses were received to the PIN, the Council contacted all fifteen (15) suppliers who noted interest on the Public Contract Scotland portal via email to ask if they would be willing to provide details regarding why they did not submit a response. The three (3) responses were received, one (1) stated that they would not be responding on this occasion and two (2) explained that only Unit 4 Business Solutions Limited, who own the licence for Business World can provide a SaaS for the continued support, maintenance and hosting of Business World.
- 3.5 The current supplier ( Agilisys Limited) for the Supply and Implementation of an Enterprise Resource Planning (ERP) Solution advised they would not be interested in tendering for this Contract as their role had been implementation of the Business World software system. Agilisys Limited also confirmed that only Unit 4 Business Software Limited can provide the SaaS solution for the continued support, maintenance and hosting of Business World. Unit 4 Business Software Limited have also confirmed this position to the Council.
- 3.6 This procurement for this Contract was conducted as a negotiated procedure in accordance with Regulation 33 (1)(b) (iii) of the Public Contract (Scotland) Regulations 2015 which states that “a contracting authority may award a public contract following negotiated procedure without prior publication of a contract notice or prior information notice in any of the following cases— (iii)the protection of exclusive rights, including intellectual property rights but only, in the case of paragraphs (ii) and (iii), where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.”

- 3.7 Unit 4 Business Software Limited were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) and confirmed compliance with the minimum selection criteria set within the ESPD.
- 3.8 The costs and charges in respect of this Contract will be funded by the Business World Budget.

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### Implications of the Report

1. **Financial** - costs and charges under this Contract will be funded by the Business World Budget
2. **HR & Organisational Development** - No TUPE implications for the Council have arisen or are anticipated.
3. **Community/Council Planning –**
  - Working together to improve outcomes – the services under this contract will support this Strategic Outcome by embracing new ICT developments and opportunities for service delivery across the Council
4. **Legal** - This procurement exercise was conducted under the negotiated procedure of The Public Contracts (Scotland) Regulations 2015 and the requirements of the Council's Standing Orders relating to Contracts.
5. **Property/Assets** - No property/assets implications have arisen or are anticipated as this will be a cloud based hosted system.
6. **Information Technology** – the Business World system will be supplied as a SaaS Contract which aligns to the Council's Digital Strategy.
7. **Equality & Human Rights -**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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** – no health and safety implications have arisen or are anticipated.
9. **Procurement** – The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of the EU regulatory requirements, the Council's Standing orders Relating to Contracts and the Council's Financial Regulations.
10. **Risk** – Unit 4 Business Software Limited insurance documents were evaluated by Corporate Risk and met the Council's minimum requirements regarding insurable risk.
11. **Privacy Impact** - No Privacy Impact implication has arisen or is anticipated
12. **Cosla Policy Position** - No Cosla policy position implications have arisen or are anticipated.
13. **Climate Risk** - The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.

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#### List of Background Papers

None.

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**Author:** Rachel O'Neill, Senior Procurement Specialist, 0141 618 4573






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

**On:** 11 November 2020

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

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**Heading:** Contract Award: Removal, Relocation and Warehouse Storage Services Framework (RC-CPU-19-478)

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## 1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a multi supplier Framework Agreement for Removal, Relocation and Warehouse Storage Services (RC-CPU-19-478).
  - 1.2 The recommendation to award the Framework Agreement follows a procurement exercise conducted in accordance with the Public Contracts (Scotland) Regulations 2015 for an above EU Threshold Framework using the Open procedure (Services) and the Council's Standing Orders Relating to Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Property Services and the Strategic Procurement Manager in 27 February 2020.
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## 2. **Recommendations**

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

- a) Authorise the Head of Corporate Governance to enter into a Framework Agreement for Removal, Relocation and Warehouse Storage Services (RC-CPU-19-478) with the following tenderers;

1. For Lot 1– Removal, Relocation and Warehouse Storage Services for Adhoc requirements as ranked in the following order:

1<sup>st</sup> Kelerbay Limited t/a Doree Bonner International  
2<sup>nd</sup> Harrow Green Limited t/a Restore Harrow Green  
3<sup>rd</sup> Richard Healey Removals Ltd;

2. For Lot 2 – Removal, Relocation and Warehouse Storage Services for Homeless Services as ranked in the following order:

1<sup>st</sup> Kelerbay Limited t/a Doree Bonner International  
2<sup>nd</sup> Richard Healey Removals Ltd  
3<sup>rd</sup> Clockwork Removals Ltd;

- b) Note the Framework Agreement shall be for an initial period of three (3) years with the option, at the sole discretion of the Council, to extend the Framework Agreement for a period of one (1) year to a maximum Framework Agreement of four (4) years. The Framework Agreement is anticipated to commence on 25 January 2021. If there is any change to this date, the actual commencement date will be confirmed in the Council's Letter of Acceptance;
- c) Authorise spend up to a value of £500,000.00 excluding VAT under the Framework Agreement (both lots) for the maximum Framework Agreement period of four (4) years;
- d) Note the Framework Agreement has no guarantee as to the continuity and value of work; and
- e) Note that tenderers awarded rights to participate under Lot 2 of the Framework Agreement are each required to enter into a Data Processor Agreement with the Council.
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### 3. **Background**

3.1 The Council has a requirement to establish a multi supplier Framework Agreement for Removal, Relocation and Warehouse Storage Services which will consist of 2 Lots with each Lot being ranked as detailed in the Council's Invitation to Tender. The Framework Agreement is required for adhoc removals and storage which may be required throughout the Council (Lot 1). There is a separate requirement for homeless persons removals and storage where the Council has a statutory duty to provide these services for persons who find themselves homeless and are being assisted by the Council's Housing Advice and Homeless Services (Lot 2). The Framework Agreement has also been tendered to allow Renfrewshire Leisure Limited a right to utilise Lot 1 of the Framework Agreement.

3.2 A contract notice advertising the tender opportunity was dispatched via the Public Contracts Scotland portal to the Official Journal of the European Union (OJEU) with the notice published on OJEU on 07 August 2020 and the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.

During the tendering live period twelve (12) companies expressed an interest in the Framework Agreement. By the closing date set (12 noon, 8 September 2020) for return of electronic tender submissions, seven (7) responses were received for Lot 1 and four (4) were received for Lot 2. Five (5) companies did not respond.

3.3 All tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the following Council services: Property Services, Planning and Housing, Housing Advice and Homeless Services, Corporate Procurement Unit, Corporate Finance, Corporate Risk and Corporate Health and Safety.

3.4 All tender submissions met the minimum selection criteria of the ESPD and progressed to evaluation of Award Criteria which was based on a weighting of 30% Quality / 70% Price for each respective Lot. The outcome of this evaluation determined the total score achieved by each tenderer.

3.5 In accordance with the Invitation to Tender, the 3 top scoring tenderers for each Lot will be awarded the right to participate on the respective Lot of the Framework Agreement.

Lot 1 – Removal, Relocation and Warehouse Storage Services for Adhoc requirements

Tenderer	Quality Score (%)	Commercial Score (%)	Total (%)	Ranked Position
Kelerbay Limited t/a Doree Bonner International	24.75%	70.00%	94.75%	1
Harrow Green Limited t/a Restore Harrow Green	23.75%	67.02%	90.77%	2
Richard Healey Removals Ltd	26.50%	60.23%	86.73%	3
Pickfords Move Management Ltd t/a Pickfords	26.00%	56.51%	82.51%	4
Clockwork Removals Ltd	15.50%	56.27%	71.77%	5
Space Solutions (Scotland) Ltd t/a Corporate Moves	22.75%	42.14%	64.89%	6
AGM Bishops Ltd	21.00%	41.05%	62.05%	7

Lot 2 – Removal, Relocation and Warehouse Storage Services for Homeless Services

Tenderer	Quality Score (%)	Commercial Score (%)	Total (%)	Ranked Position
Kelerbay Limited t/a Doree Bonner International	26.50%	70.00%	96.50%	1
Richard Healey Removals Ltd	29.00%	54.75%	83.75%	2
Clockwork Removals Ltd	15.25%	45.21%	60.46%	3
AGM Bishops Ltd	20.75%	29.29%	50.04%	4

- 3.6 Any Call-off contract ( Call-offs) made under the Framework Agreement will follow the award procedures as set out in the Framework Agreement by either (1) directly selecting a Service Provider according to the Direct Award procedure or (2) conducting a Mini Competition Process. It is envisaged that the majority of Call-offs will follow the Direct Award procedure however circumstances may arise where not all of the terms of the proposed contract are laid down in the Framework Agreement, or that services required are for a high value or complex service and the option of a Mini Competition Process would be pursued.

Where the Direct Award procedure is undertaken, the 1<sup>st</sup> ranked Service Provider on the relevant lot will be contacted to undertake the requirement, if the 1<sup>st</sup> ranked Service Provider is unable to undertake the requirement, the 2<sup>nd</sup> ranked Service Provider would be contacted and so on.

- 3.7 Community Benefits were requested as part of this procurement process and the successful tenderers have confirmed that the following Community Benefits would be made available per £50k of spend they individually receive through the Framework Agreement.

When calculating the number of Community Benefits accrued by the Service Provider, the value of spend with the Service Provider will be spend through the entire Framework Agreement and will not be calculated per lot (where the Service Provider is issued services under more than one lot). Should the spend with the Service Provider be less than £50k at any annual interval and therefore not earn any Community Benefits, the spend will be carried over and added into the next review period. The Community Benefits Officer will tie in with the Service Providers as cumulative values are reached to discuss delivery.

Kelerbay Limited t/a Doree Bonner International

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Modern Apprenticeship	2
Work Experience Placement for an individual 16+ years of age	3
Industry Awareness Events	3
Non financial support for a Community Project	1

Harrow Green Limited t/a Restore Harrow Green

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Work Experience Placement for an individual 16+ years of age	1
Industry Awareness Events	1
Industry Skill Transfer to Schools	2
Business advice/support to an SME/Social Enterprise/Voluntary organisation	1
Non financial support for a Community Project	1

Richard Healey Removals Ltd

Community Benefit Description	No of People / Activity
Modern Apprenticeship	2
Work Experience Placement for an individual 16+ years of age	2
S/NVQ (or equivalent) for new employee/existing employee/supply chain employee	2
Industry Awareness Events	1
Business advice/support to an SME/Social Enterprise/Voluntary organisation	1
Event to promote supply chain opportunities	1
Non financial support for a Community Project	1

#### Clockwork Removals Ltd

Community Benefit Description	No of People / Activity
Job for an unemployed individual from a Priority Group	1

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### Implications of the Report

1. **Financial** – There is no guarantee as to the continuity or value of orders placed under this Framework Agreement. The maximum spend under the Framework Agreement is up to the value of £500,000.00 excluding VAT
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning –**
  - Building strong, safe and resilient communities – Supporting vulnerable people and providing high quality care and support services.
  - Creating a sustainable Renfrewshire for all to enjoy – The successful tenderers have committed to deliver numerous Community Benefits as detailed within section 3.7 of this report.
4. **Legal** – The procurement of this Framework Agreement has been conducted as an above EU Threshold Open Procurement Procedure



(Services) in accordance with the Council's Standing Orders Relating to Contracts and the Public Contracts (Scotland) Regulations 2015.

5. **Property/Assets** - None

6. **Information Technology** - None

7. **Equality & Human Rights**

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

8. **Health & Safety** – Service Providers health and safety submissions have been evaluated by the Corporate Health and Safety team and met the Council's minimum requirements regarding health and safety.

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

10. **Risk** – Service Providers insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact** - No Data Protection Impact Assessment (DPIA) is required for this contract, as this does not involve new technologies or other ways of processing personal data. However, the contract will be GDPR compliant as due to the fact that there may be a requirement for Service Providers on Lot 2 of the Framework Agreement to handle personal information, a Data Processor Agreement has been included as a requirement. The Service Providers on Lot 2 of the Framework Agreement have confirmed compliance with the form of the Data Processor Agreement and have committed to sign the agreement prior to the award of their respective right to participate under this Framework Agreement.

12. **Cosla Policy Position** – No COSLA Policy implications have arisen or are anticipated.
13. **Climate Risk** - The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and is considered to be low risk. All successful Service Providers hold a UKAS (or equivalent) accredited independent third-party certificate of compliance with BS EN ISO 14001 (or equivalent) or a valid EMAS (or equivalent) certificate.
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#### **List of Background Papers**

- (a) None
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**To:** Finance, Resources and Customer Services Policy Board

**On:** 11 November 2020

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

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**Heading:** Contract Award: Warden Call Maintenance, Servicing and Reactive Repairs (RC-CPU-20-095)

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## 1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Measured Term Contract for Warden Call Maintenance, Servicing and Reactive Repairs (RC-CPU-20-095) to OpenView Security Solutions Limited.
  - 1.2 The recommendation to award a Measured Term Contract follows a procurement process conducted in accordance with the Public Contracts (Scotland) Regulations 2015 for an above EU Threshold contract using the Open procedure (Services) and the Council's Standing Orders Relating to Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Property Services and the Strategic Commercial Category Manager on 11 August 2020.
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## 2. **Recommendations**

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

- (a) Authorise the Head of Corporate Governance to award a Measured Term Contract for Warden Call Maintenance, Servicing and Reactive Repairs to OpenView Security Solutions Limited;
  - (b) Authorise the award of a Measured Term Contract up to a total contract value of £425,000.00 excluding VAT for the contract period (initial and both extension periods);
  - (c) Authorise the initial contract period of three (3) years with the option to extend on two (2) separate occasions each for a period of twelve (12) months. The contract is anticipated to commence on the 18 January 2021. If there are any changes to this date, the actual date will be confirmed in the Council's Letter of Acceptance to OpenView Security Solutions Limited; and
  - (d) Note that OpenView Security Solutions Limited is required to enter into a Data Processor Agreement with the Council.
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### **3. Background**

- 3.1 The Council require an experienced contractor to provide maintenance for the current Warden Call system and provide reactive repairs.
- 3.2 Warden Call is the generic term for the system (hardware and software) which allows residents in the Councils sheltered housing accommodation units to be linked 24 hours a day via alarms, when triggered either via pull cords/handsets located within the property or pendants worn by residents. The sheltered housing officer who is situated either in the same unit or in an adjacent sheltered accommodation unit is alerted and is then able to provide emergency assistance on receipt of the alarm notification. Property Services are responsible for the maintenance and management of all reporting on behalf of Communities, Housing and Planning Services.
- 3.3 It is also planned as part of this contract to replace around 1800 existing heat and smoke detectors. These detectors have reached the end of their life expectancy (10 years) with the sensors and batteries becoming unreliable. It is planned to replace all the detectors and ensure the new systems follow BS5839 Part 6. This work is planned to be completed within the first year of the contract.
- 3.4 To initiate this procurement process a contract notice was dispatched via the Public Contracts Scotland advertising portal to the Official Journal of the European Union (OJEU) with the notice published on

OJEU on 21 August 2020 and the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.

During the tendering live period eleven (11) companies expressed an interest in the tender. By the closing date set (12 noon, 24 September 2020) for return of electronic tender submissions six (6) companies submitted a tender response and five (5) companies did not respond.

- 3.5 All six (6) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the following Council services: Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.
- 3.6 All six (6) tenderer submissions complied with the minimum selection criteria of the ESPD and progressed to evaluation of the Award Criteria which was based on a weighting of 20% Quality 80% Price.
- 3.7 The scores relative to the award criteria for each of the tender submissions are noted below:

		<b>Quality (20%)</b>	<b>Price (80%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>OpenView Security Solutions Limited</b>	16.25%	80.00%	<b>96.25%</b>
<b>2</b>	<b>Robertson Acom Ltd</b>	17.50%	70.79%	<b>88.29%</b>
<b>3</b>	<b>Legrand Electric Ltd</b>	8.50%	72.67%	<b>81.17%</b>
<b>4</b>	<b>Secureshield Ltd</b>	16.50%	63.36%	<b>79.86%</b>
<b>5</b>	<b>SPIE Scotshield Limited</b>	16.50%	56.29%	<b>72.79%</b>
<b>6</b>	<b>Tunstall Healthcare (UK) Limited</b>	16.50%	41.02%	<b>57.52%</b>

- 3.8 The evaluation of tender submissions received identified that the tender submission by OpenView Security Solutions Limited was the most economically advantageous to the Council.
- 3.9 Community Benefits were requested as part of the procurement process and OpenView Security Solutions 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	3
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	4
Event to promote supply chain opportunities	3
Financial Support for a Community Project	3
Non financial support for a Community Project	3

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### Implications of the Report

1. **Financial** – The costs for this Measured Term Contract will be met by the Housing Revenue Account (HRA) Capital Funding.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning –**
  - Building strong, safe and resilient communities – Protecting vulnerable people, and ensuring people receive the care and support they need to live safely and independently within their own homes and communities.
  - Creating a sustainable Renfrewshire for all to enjoy – OpenView Security Solutions Limited has committed to deliver numerous Community Benefits as detailed within section 3.9 of this report.
4. **Legal** – The procurement of this Measured Term Contract has been conducted as an above EU Threshold (Services) Open Procurement Procedure in accordance with the Council's Standing Orders Relating to Contracts and the Public Contracts (Scotland) Regulations 2015.
5. **Property/Assets** – By awarding this Measured Term Contract, the Council will have the ability to carry out statutory maintenance and repairs on a reactive basis to the current warden call equipment within sheltered housing complexes.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
  7. **Equality & Human Rights**
    - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** – OpenView Security Solutions Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
  9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
  10. **Risk** – OpenView Security Solutions Limited's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
  11. **Privacy Impact** - No Data Protection Impact Assessment (DPIA) is required for this contract, as this does not involve new technologies or other ways of processing personal data. However, the contract will be GDPR compliant as there may be a requirement for OpenView Security Solutions Limited to handle personal information when a fault is reported and a Data Processor Agreement has been included as a requirement of this contract. OpenView Security Solutions Limited have confirmed compliance with the form of the Data Processor Agreement.
  12. **Cosla Policy Position** – No COSLA Policy Position implications have arisen or are anticipated.
  13. **Climate Risk** – The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.
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**Author:** Graeme Clark, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7189






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

**On:** 11 November 2020

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**Report by:** The Chief Executive and the Director of Environment and Infrastructure

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**Heading:** Braids Road Reconstruction Scheme

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**1. Summary**

- 1.1 The purpose of this report is to notify the Finance, Resources and Customer Services Policy Board of a change to the scope of the works to the Contract for the Braids Road Reconstruction Scheme in Paisley and a subsequent increase in both cost and Contract duration as required under Standing Orders relating to Contracts 20.3.
  - 1.2 Approval was given at the Finance, Resources and Customer Services Policy Board on the 8 November 2017 to award a multi supplier Framework Contract for Maintenance & Improvements of Carriageways and Footways ("the Framework") and any subsequent call-off ("package orders") contracts per specific Lot.
  - 1.3 A direct award call off Contract, under Lot 3 – Environment Network Improvement of the Framework for the Braids Road Reconstruction Scheme was awarded to Mac Asphalt Limited on the 13 August 2020. The call off contract was awarded for a price of £176,408.20 excluding VAT with a start date of 17 August 2020 and a completion date of 25 September 2020.
- 

**2. Recommendations**

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

- 2.1.1 This report is made in accordance with Standing Order relating to Contracts 20.3 as the increased value of this call off Contract is in excess of the £100,000 or a further 25% of the awarded contract value.
  - 2.1.2 This report is also made in accordance with Standing Order relating to Contracts 34.3 as agreement to vary the contract has been reached between the Director of Environment & Infrastructure, the Head of Corporate Governance and the HOPAC.
  - 2.1.3 Due to the additional work involved, as well as the land being identified as contaminated, the intended completion date of 25th September 2020 has been amended to 6<sup>th</sup> December 2020.
  - 2.1.4 As a result of the changes noted above, the initial price of these works has risen from the original £176,408.20 excluding VAT to an estimated £430,000.00 excluding VAT.
- 

### 3. **Background**

- 3.1 Environment and Infrastructure is responsible for the management and maintenance of all roads, excluding trunk roads, within the Council's boundaries.
- 3.2 The Braids Road Reconstruction Scheme is part of this road infrastructure and a direct award contract was issued as a call off through Lot 3 – Environment Network Improvement of the Council's NEC3 Framework Contract for Maintenance and Improvements of Carriageways and Footways, reference RC/FA/152/17 to the current first ranked Contractor, Mac Asphalt Limited, following the price refresh in October 2019. The call off contract value was £176,408.20 excluding VAT.
- 3.3 The initial scope of this Call Off Contract required full removal of the existing natural stone sett surfacing and excavation of the existing road pavement. The carriageway would then be reinstated in a conventional bituminous road construction.
- 3.4 The works commenced on 17<sup>th</sup> August 2020. Although the Council consulted with the local residents group and local elected members, during the first week of construction, Environment and Infrastructure halted works due to concerns being raised with regard to the removal of the setts and the risk this would spoil the aesthetics of the street. A revision to the design was instructed by Environment and Infrastructure with bituminous running lanes for ride quality and grip, with a natural stone centre reserve and natural stone strips in each verge. The design also included transverse sections of setts at intervals along the running lanes to act as natural traffic calming.

- 3.5 As a result, this change of scope has had a significant effect on both the duration and the original price of the Contract. The contractor carrying out the works is now required to remove any residual mortar from each individual sett and lay them into the pattern of the new design rather than remove them off-site which has increased the time to complete the works and has resulted in additional costs for the works. In addition, there has been contamination identified in the area being redeveloped which has had a significant impact on the costs associated with the works. The cleaning up and incorporating sections of the natural stone setts, initially intended to be removed, into the final design of the reconstruction works has also resulted in increased costs.
- 3.6 In addition to the additional costs outlined above, the contractors initial price was based on taking ownership of the removed setts and benefitting from the sell on costs of the same. As the majority of the setts are now being incorporated into the new design, this has changed the pricing structure of the works.

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## Implications of the Report

1. **Financial**  
The cost of this Contract will be met by the Capital – General Services budget.
2. **HR & Organisational Development**  
Not applicable.
3. **Community/Council Planning –**  
Reshaping our place, our economy and our future – the Contract proposed will support the delivery of this outcome.
4. **Legal**  
The Works Contract was a direct call off contract made under an existing Council Framework and is subject to the Framework conditions for award and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets**  
This Contract will improve the Council's roads infrastructure.
6. **Information Technology**  
No Information Technology implications have been identified or are anticipated.
7. **Equality & Human Rights**  
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report

because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety**

Mac Asphalt Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

MacAsphalt 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 arisen or are anticipated.

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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**Author:** **Graeme Beattie, Strategic Commercial Category Manager**




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

**On: 11 November 2020**

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**Report by: The Chief Executive and the Director of Environment and Infrastructure**

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**Heading: Contract Award: Corporate Skip Hire (RC-CPU-20-015)**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Services Contract for Corporate Skip Hire (RC-CPU-20-015) to Enva Scotland Limited.
  - 1.2 The recommendation to award this Contract follows a procurement process conducted via an Open procedure under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts for an above EU Threshold Services Contract.
  - 1.3 A Contract Strategy was approved by the Director of Environment and Infrastructure and the Strategic Commercial and Procurement Manager on 20 July 2020.
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**2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
  - 2.1.1 Authorise the Head of Corporate Governance to Award a Contract for Corporate Skip Hire (RC-CPU-20-015) to Enva Scotland Limited;

- 2.1.2 Note the initial contract term of two (2) years with the Council having the option to extend for up to 12 months on two (2) separate occasions, subject to contract performance. The anticipated commencement date is 7 December 2020. The actual commencement date will be confirmed in the Council's Letter of Acceptance to Enva Scotland Limited.
- 2.1.3 Authorise the maximum contract value of up to £500,000 excluding VAT. Due to the reactive nature of this service provision, a consistent workflow is not guaranteed therefore the estimated annual value of this Contract is undefined however the Contract shall remain in place for the length of the stated period or until the cumulative value of business under the Contract reaches £500,000 pounds sterling.

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### 3. **Background**

- 3.1 The Council requires a suitably qualified and experienced Service Provider for the Provision of a Skip Hire & Recycling Service when required and on an adhoc basis, for the storage of commercial / construction & demolition waste, subsequent removal, recycling and disposal across various services within the Renfrewshire Council area.
- 3.2 The Contract intends to supplement the Council's own waste management arrangements. The key aims of the service under this Contract include maximising recycling rates, ensure accurate waste data is collected and to provide a competitive, reliable and customer-focused service.
- 3.3 This procurement exercise has been tendered in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for an above EU Threshold Services contract and in accordance with the Public Contracts (Scotland) Regulations 2015.
- 3.4 A contract notice for this tender was dispatched via the Public Contracts Scotland advertising portal to the Official Journal of the European Union (OJEU) with the contract notice published on OJEU on Friday 7 August 2020 and the tender documentation available for downloading from the Public Contracts Scotland – Tender platform on this date.
- 3.5 During the tendering period, seven (7) organisations expressed an interest in the Contract. By the closing date set for return of electronic tenders of 12 noon on Thursday, 17 September 2020, one (1) company submitted a response, three (3) declined to respond and three (3) failed to respond.

- 3.6 The one (1) tender submission received contained a completed European Single Procurement Document (ESPD) which was evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the following Council services: Environment & Infrastructure, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.
- 3.7 The tender submission complied with the minimum selection criteria of the ESPD and progressed to evaluation of the Award Criteria which was based on a weighting of 30% Quality / 70% Price.
- 3.8 The scores relative to the Award Criteria for the organisation that provided a Tender Submission are noted below:

		<b>Quality (30%)</b>	<b>Price (70%)</b>	<b>Total (100%)</b>
1	Enva Scotland Limited	24.25	70%	<b>94.25</b>

- 3.9 Community Benefits were requested as part of the procurement process and Enva Scotland Limited have committed to the following Community Benefits.

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Industry Skill Transfer to Schools	2
Event to promote supply chain opportunities	2
Financial Support for a Community Project	2
Non financial support for a Community Project	2

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## Implications of the Report

### 1. Financial

Financial costs in respect of this Contract will be met from the various Council Services that use this Service.

The financial status of Enva Scotland Limited has been assessed by undertaking a Dun and Bradstreet evaluation and it is confirmed that the company satisfies the Council's requirements in relation to financial stability.

### 2. HR & Organisational Development

None

3. **Community/Council Planning**  
Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.
4. **Legal**  
The procurement of this Services Contract has been conducted as an above EU Threshold Open Procurement Procedure in accordance with the Public Contracts (Scotland) Regulations 2015 and Renfrewshire Council's Standing Orders Relating to Contracts.
5. **Property/Assets**  
None
6. **Information Technology**  
None
7. **Equality & Human Rights**  
(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety**  
Enva Scotland Limited' health and safety submission has been evaluated by Renfrewshire Council's Health and Safety section. Enva Scotland Limited 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**  
Enva Scotland Limited's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.



11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated.

12. **Cosla Policy Position**

No COSLA Policy implications have arisen or are anticipated.

13. **Climate Risk**

The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and this contract will strive towards the Scottish Governments aims and objectives for a Zero Waste Scotland.

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**List of Background Papers**

None

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**Author:** Kerri-Anne Ben Ammar, Procurement Advisor, Corporate Procurement Unit, Tel: 0141 618 4701.






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

**On:** 11 November 2020

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**Report by:** The Chief Executive and the Director of Environment and Infrastructure

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**Heading:** Refurbishment and Installation of the Junction Situated at Renfrew Road and Netherhill Road

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## 1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Refurbishment and Installation of the Junction Situated at Renfrew Road and Netherhill Road.
  - 1.2 The procurement exercise for this below threshold Works contract was conducted in accordance with the Council's Standing Orders Relating to Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Operations and Infrastructure and the Strategic Commercial Category Manager on 9 September 2020.
- 

## 2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
  - 2.1.1 The Head of Corporate Governance to award a Contract for the Refurbishment and Installation of the Junction Situated at Renfrew Road and Netherhill Road in Paisley to Hillhouse Quarry Group Limited T/A MacAsphalt;

- 2.1.2 The intended starting date of 11 January 2021 with an anticipated completion date of 21 July 2021. However, the actual dates will be confirmed in the Council's Letter of Acceptance; and
- 2.1.3 The Contract sum for this Contract of £292,427.60 excluding VAT.

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### 3. **Background**

- 3.1 Environment and Infrastructure is responsible for the management and maintenance of all roads, excluding trunk roads, within the Council's boundaries.
- 3.2 This Contract is to refurbish and install the junction situated at Renfrew Road and Netherhill Road in Paisley.
- 3.3 A contract notice was published on the Public Contracts Scotland advertising portal on Friday, 11 September 2020 with the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.
- 3.4 During the tender period, six (6) companies expressed an interest in the Contract. By the closing date for return of electronic tenders, 12 noon on Tuesday, 29 September 2020, three (3) companies submitted a response, one (1) declined to respond and two (2) failed to respond.
- 3.5 The three (3) tender submissions received were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD), as required by the Council's Standing Orders Relating to Contracts 11.5, by representatives from the Council's Corporate Procurement Unit, Health and Safety and Risk services which assessed competence, expertise and economic and financial standing. All tenderers were assessed as meeting the minimum criteria following the methodology stated in the Invitation to Tender.
- 3.6 The Tender Submissions were then assessed against the published set of Award Criteria which were based on a price/quality ratio of 60% / 40%.
- 3.7 One (1) Tenderer's bid was deemed to be non-compliant at this stage. As a result, their bid was not considered further.
- 3.8 The scores relative to the Award Criteria for each of the two (2) remaining Tenderers are noted below:

		<b>Price (60%)</b>	<b>Quality (40%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Hillhouse Quarry Group Limited T/A MacAsphalt</b>	60.00%	39.50%	<b>99.50%</b>
<b>2</b>	<b>Luddon Construction Limited</b>	33.65%	36.50%	<b>70.15%</b>

- 3.9 The evaluation of tender submissions received identified that the submission by Hillhouse Quarry Group Limited T/A MacAsphalt was the most economically advantageous tender.
- 3.10 Community Benefits were requested as part of the procurement process and Hillhouse Quarry Group Limited T/A MacAsphalt have committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
Job for an unemployed individual	1

## Implications of the Report

- Financial**  
 The cost of this Contract will be met by the Capital – General Services budget.
- HR & Organisational Development**  
 Not applicable.
- Community/Council Planning –**  
 Reshaping our place, our economy and our future – the Contract proposed will support the delivery of this outcome.
- Legal**  
 The tendering procedure for this Works Contract was conducted in accordance with the Council's Standing Orders Relating to Contracts.
- Property/Assets**  
 This Contract will improve the Council's roads infrastructure.
- Information Technology**  
 No Information Technology implications have been identified or are anticipated.
- 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.
- Health & Safety**

Hillhouse Quarry Group Limited t/a MacAsphalt's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

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

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated.

12. **Cosla Policy Position**

No Cosla Policy implications have arisen or are anticipated.

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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**Author:** **Brian Bradley, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 5638**

## Renfrewshire Council



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

**On:** 11<sup>th</sup> November 2020

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**Report by:** The Chief Executive and the Director of Environment and Infrastructure

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**Heading:** Contract Authorisation Report for a Term Contract for a Planned Programme of In-Service Inspection and Testing of Electrical Equipment

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## 1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract for a Planned Programme of In-Service Inspection and Testing of Electrical Equipment (RC-CPU-19-065) to Norwood Electrical (UK) Limited.
  - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and the above EU Threshold Open Procedure for a Services Contract.
  - 1.3 A Contract Strategy was approved by the Head of Facilities Management (Hard and Soft Services) and the Strategic Procurement Manager on 5 February 2020.
-

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- 2.1.1 authorise the Head of Corporate Governance to award a contract for a Planned Programme of In-Service Inspection and Testing of Electrical Equipment (RC-CPU-19-065) to Norwood Electrical (UK) Limited.
  - 2.1.2 authorise a spend under the Contract of up to £500,000.00 excluding VAT.
  - 2.1.3 note that the Contract will be formed under the SBCC Measured Term Contract for use in Scotland, MTC/Scot (2011 Edition) terms and conditions incorporating the Councils amendments (Employers Amendments).
  - 2.1.4 note that the Contract will be for a period of 3 years commencing on or around the 6th January 2021. The Council will have, at its sole discretion, the option to extend the Contract for further periods. The length of any extension periods awarded will be determined by the Council but the total of any extension periods awarded will not exceed 24 months.
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## **3. Background**

- 3.1 The Council has a duty of care towards its employees and must ensure that these employees are not subject to any danger whilst in Council premises. This Contract for the In-Service Inspection and Testing of Electrical Equipment ensures that any portable electrical appliances, used by Council employees in the carrying out of their duties, are safe to use. All portable electrical appliances are inspected and tested at frequencies detailed within the IET Code of Practice for In Service Inspection and Testing of Electrical Equipment (Current Edition).
- 3.2 The Contract was tendered as an above EU threshold Services Contract using the Open Procedure. The Contract was dispatched via the Public Contracts Scotland portal on the 2<sup>nd</sup> March 2020 and advertised in the Official Journal of the European Union (OJEU) on the 4<sup>th</sup> March 2020. The tender documents were available for download through the Public Contracts Scotland – Tender portal.
- 3.3 The published tender had an original return date of 12 noon on the 3<sup>rd</sup> April 2020. Due to the Government coronavirus lockdown restrictions that came into force towards the end of March 2020, the tender return date was extended.



This was to ensure that companies who had to furlough staff, or had staff that were self isolating, would not be disadvantaged by not being able to submit a bid within the original timelines. The tender return date was extended on five occasions in line with the extensions to the lockdown period. The tender submission deadline was finally extended to returns by 12 noon on Friday, 28<sup>th</sup> August 2020.

- 3.4 During the tendering period, thirty four (34) companies expressed an interest in the Contract. By the closing date set for return of electronic tenders, 12 noon on Friday, 28th August 2020, four (4) companies submitted a response, ten (10) declined to respond and twenty (20) failed to respond. The bids received were evaluated by a panel comprising representatives from Facilities Management (Support Services) and the Corporate Procurement Unit.
- 3.5 The bidders were initially evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD). All four (4) bidders satisfied the Council's requirements in respect of their responses to the ESPD.
- 3.6 The technical and commercial responses of the bidders were scored against the Award Criteria of 25% technical and 75% commercial. The scores achieved by the bidders are detailed in the table below.

		<b>Technical (25%)</b>	<b>Commercial (75%)</b>	<b>Total</b>
<b>1</b>	<b>Norwood Electrical (UK) Limited</b>	21.50	75.00	96.50
<b>2</b>	<b>Valley Electrical Services Limited</b>	17.75	70.31	88.06
<b>3</b>	<b>Richard Irvin FM Limited</b>	21.25	59.62	80.87
<b>4</b>	<b>SS Testing Limited</b>	6.25	50.50	56.75

- 3.7 The evaluation of tender submissions received identified Norwood Electrical (UK) Limited as the most economically advantageous tenderer.
- 3.8 Community Benefits were sought as part of this Contract. Norwood Electrical (UK) Limited have committed to providing the following community benefits over the initial 3 year contract period;

Community Benefit Description	No of People / Activity
Job for an unemployed individual.	1
Work Experience Placement for an individual 16+ years of age.	1

- 3.9 Norwood Electrical (UK) Limited have also committed to providing community benefits to the value of 30 Community Benefit Points for each and every 12 month contract extension period awarded.

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## Implications of the Report

### 1. Financial

The costs associated with this Contract will be financed through the property repairs budget managed by Facilities Management (Support Services).

### 2. HR & Organisational Development

None.

### 3. Community/Council Planning

None.

### 4. Legal

The tendering procedure for this Services Contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 under the Open Procedure and Renfrewshire Council's Standing Orders Relating to Contracts for over EU Threshold Services Contracts.

### 5. Property/Assets

This Contract will assist the Council in its legal obligation to ensure that properties under its control are safe to use.

### 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**

Norwood Electrical (UK) Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

**9. Procurement**

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

**10. Risk**

Norwood Electrical (UK) Limited's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

**11. Privacy Impact**

None.

**12. Cosla Policy Position**

None.

**13. Climate Risk**

No climate risk implications have arisen or are anticipated.

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**List of Background Papers**

None

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0141 618 7033



## Renfrewshire Council



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

**On:** *11<sup>th</sup> November 2020*

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**Report by:** The Chief Executive and the Director of Environment and Infrastructure

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**Heading:** Contract Authorisation Report for a Term Contract for the Statutory Maintenance and Reactive Repairs of CCTV, Fire Alarm and Intruder Alarm Systems (including the Provision of an Alarm Monitoring Service)

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract for the Statutory Maintenance and Reactive Repairs of CCTV, Fire Alarm and Intruder Alarm Systems (including the Provision of an Alarm Monitoring Service) (RC-CPU-17-135) to Boston Networks Limited.
  - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and the above EU Threshold Open Procedure for a Services Contract.
  - 1.3 A Contract Strategy was approved by the Head of Facilities Management (Hard and Soft Services) and the Strategic Procurement Manager in February 2020.
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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- 2.1.1 authorise the Head of Corporate Governance to award a contract for the Statutory Maintenance and Reactive Repairs of CCTV, Fire Alarm and Intruder Alarm Systems (including the Provision of an Alarm Monitoring Service) (RC-CPU-17-135) to Boston Networks Limited.
  - 2.1.2 authorise a spend under the contract of up to £1,000,000.00 excluding VAT.
  - 2.1.3 note that the Contract will be formed under the SBCC Measured Term Contract for use in Scotland, MTC/Scot (2011 Edition) terms and conditions incorporating the Councils amendments (Employers Amendments).
  - 2.1.4 note that the Contract will be for a period of 3 years commencing on or around the 6th January 2021. The Council will have, at its sole discretion, the option to extend the Contract for further periods. The length of any extension periods awarded will be determined by the Council but the total of any extension periods awarded will not exceed 24 months.
- 

## **3. Background**

- 3.1 Within the Councils property portfolio, there is installed various types of Closed Circuit Television (CCTV) systems, fire alarm systems and intruder alarm systems. The regular maintenance of these systems ensure that they remain serviceable to assist in the protection of the Councils property assets. This Contract also includes for reactive repairs and emergency call outs.
- 3.2 A number of these systems are also monitored remotely by an alarm receiving centre. This ensures that the Council is made aware of an alarm activation at the earliest possible time and the appropriate steps are taken to minimise any potential property damage. The provision of this alarm monitoring service also forms part of this Contract.
- 3.3 The Contract was tendered as an above EU threshold Services Contract using the Open Procedure. The Contract notice was dispatched via the Public Contracts Scotland portal on the 9<sup>th</sup> March 2020 and advertised in the Official Journal of the European Union (OJEU) on the 11<sup>th</sup> March 2020. The tender

documents were available for download through the Public Contracts Scotland – Tender portal.

- 3.4 The published tender had an original return date of 12 noon on the 8<sup>th</sup> April 2020. Due to the Government coronavirus lockdown restrictions that came into force towards the end of March 2020, the tender return date was extended. This was to ensure that companies who had to furlough staff, or had staff that were self isolating, would not be disadvantaged by not being able to submit a bid within the original timelines. The tender return date was extended on five occasions in line with the extensions to the lockdown period. The tender submission deadline was finally extended to returns by 12 noon on Friday, 28<sup>th</sup> August 2020.
- 3.5 During the tendering period, forty two (42) companies expressed an interest in the Contract. By the closing date set for return of electronic tenders, 12 noon on Friday, 28<sup>th</sup> August 2020, eleven (11) companies submitted a response, one (1) declined to respond and thirty (30) failed to respond. The bids received were evaluated by a panel comprising representatives from Facilities Management (Support Services) and the Corporate Procurement Unit.
- 3.6 The bidders were initially evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD). All eleven (11) bidders satisfied the Council's requirements in respect of their responses to the ESPD.
- 3.7 The technical and commercial responses of the bidders were scored against Award Criteria of 40% technical and 60% commercial. The scores achieved by the bidders are detailed in the table below.

		<b>Technical (40%)</b>	<b>Commercial (60%)</b>	<b>Total</b>
<b>1</b>	<b>Boston Networks Limited</b>	35.25	60.00	95.25
<b>2</b>	<b>Fortress Security Alarms Limited</b>	39.00	45.35	84.35
<b>3</b>	<b>FES Support Services Limited</b>	40.00	40.68	80.68
<b>4</b>	<b>SPIE Scotshield Limited</b>	39.00	40.85	79.85
<b>5</b>	<b>ADT Fire and Security plc</b>	35.25	40.34	75.59
<b>6</b>	<b>Rapid Fire Services Limited</b>	28.25	42.48	70.73
<b>7</b>	<b>V.W.S. Limited</b>	36.25	33.56	69.81

<b>8</b>	<b>DM Integrated Limited</b>	31.75	37.58	69.33
<b>9</b>	<b>Dante FS Group Limited</b>	27.25	41.03	68.28
<b>10</b>	<b>Openview Security Solutions Limited</b>	36.25	31.74	67.99
<b>11</b>	<b>Bell Fire and Security Limited</b>	14.50	33.97	48.47

- 3.8 The evaluation of tender submissions received identified Boston Networks Limited as the most economically advantageous tenderer.
- 3.9 Community Benefits were sought as part of this Contract. Boston Networks Limited have committed to providing the following community benefits over the initial 3 year contract period;

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Job for an unemployed individual.	2
Work Experience Placement for an individual 16+ years of age.	2
S/NVQ (or equivalent) for a New Employee, an Existing Employee or Supply Chain Employee.	2
Industry Awareness Events (Schools / Invest in Renfrewshire – Employability / Further Education)	2

- 3.10 Boston Networks Limited have also committed to providing community benefits to the value of 20 Community Benefit Points for each and every 12 month contract extension period awarded.

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## **Implications of the Report**

### **1. Financial**

The costs associated with this contract will be financed through the property repairs budget managed by Facilities Management (Support Services).

### **2. HR & Organisational Development**

None.

### **3. Community/Council Planning**

Our Renfrewshire is well –

The properties included in this contract range from schools to community centres, town halls and offices. These properties need to be accessible to the



public along with Council staff therefore, these properties need to be safe to use. The maintenance of the CCTV, Fire alarm and Intruder Alarm Systems within these properties ensure that the properties are safe for all to access and this contract will also ensure that these systems continue to operate reliably and, should an issue occur, that it is dealt with in the shortest possible timescale with minimum inconvenience to property users.

**4. Legal**

The tendering procedure for this Services Contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 under the Open Procedure and Renfrewshire Council's Standing Orders Relating to Contracts for over EU Threshold Services contracts.

**5. Property/Assets**

This contract will assist the Council in its legal obligation to ensure that properties under its control are safe to use.

**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**

Boston Networks Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

**9. Procurement**

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

**10. Risk**

Boston Networks Limited's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

**11. Privacy Impact**

None.

**12. Cosla Policy Position**

None.

**13. Climate Risk**

No climate risk implications have arisen or are anticipated.

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**List of Background Papers**

None

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0141 618 7033



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

**On: 11 November 2020**

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**Report by: The Chief Executive and the Director of Environment and Infrastructure**

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**Heading: Contract Award: Treatment of post-consumer recyclate consisting of mixed Glass, Cans and Plastic (RC-CPU-20-108)**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Services Contract for the Treatment of post-consumer recyclate consisting of mixed glass, cans and plastic (RC-CPU-20-108) to Levenseat Limited.
  - 1.2 The recommendation to award this Contract follows a mini competition made under the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework (schedule 27/17), Lot 1 Processing of Comingled Mixed Recyclate.
  - 1.3 A Contract Strategy was approved by the Director of Environment and Infrastructure and the Strategic Procurement Manager on 23 July 2020.
- 

## **2. Recommendations**

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

- a) Award a contract for the Treatment of post-consumer recyclate consisting of mixed glass, cans and plastic (RC-CPU-20-108) to Levenseat Limited.
  - b) Note the Contract is for a period of up to 15 months from the contract commencement date with the contract commencing on 3 December 2020 or such other date as the Council may specify in the Letter of Acceptance. Under the terms of this Contract the Council shall have the option to exercise a break clause and terminate the Contract every (5) months from commencement without penalty or compensation payable to the Service Provider where the Council identifies such a proposed contract rate does not represent best value and does not match the emerging market conditions associated with mixed glass, cans and plastic.
  - c) Award the total Contract value of up to £345,393.15 excluding VAT.
- 

### **3. Background**

- 3.1 The Council has a requirement for the treatment of post-consumer recyclate consisting of mixed glass, cans and plastic. The Council's Waste Services currently collect approximately 10,064 tonnes per 15 months of post-consumer recyclate consisting of mixed glass, cans and plastic from households, commercial premise and recycling centres. As part of this contract Council Refuse Collection Vehicles will deliver this material to the Service Provider's treatment site or designated reception point for onward transportation arranged by the Service Provider to the Service Provider's own treatment site.
- 3.2 Under the terms of this Contract the Council shall have the option to exercise a break clause and terminate the Contract every (5) months from commencement of the Contract. The purpose of these (5) monthly review breaks is for both the Council and the Service Provider to monitor the commodity market associated with mixed glass, cans and plastic with a view to understanding and reacting to market changes and to agree the level of the Gate Fee to reflect the anticipated price achievable by the Service Provider when the Target Waste is sold. Any subsequent price amendments agreed mutually will then be subject in due course to the same process of review during the period of the Contract.
- 3.3 This procurement exercise has been tendered as a mini competition under the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework (schedule 27/17) Lot 1 Processing of Comingled Mixed Recyclate.

- 3.4 Lot 1 of the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework (“DPS”) has thirty-three (33) Suppliers currently registered on the Public Contract Scotland Tender platform. All thirty-three (33) Suppliers were invited to participate in the mini competition issued on 6<sup>th</sup> October 2020. In accordance with the terms of the DPS the Council could use the Call off Terms prepared by Scotland Excel or could use Council terms for the mini-competition. The Council chose to use the Council’s General Conditions of Contract for Services ( “Terms and Conditions”) for this mini-competition and which also uses the term Service Provider rather than Supplier.
- 3.5 By closing date set for return of electronic tenders of 12noon on 16<sup>th</sup> October 2020, three (3) Suppliers submitted a Tender Submission with thirty (30) failing to provide a response.
- 3.6 All three (3) Suppliers completed the European Single Procurement Document (ESPD) when applying for a place on the DPS.
- 3.7 All Tender Submission received were evaluated against the set award criteria which was based on a combined weighting of 30% Quality and 70% Price. One (1) Supplier failed to pass the mandatory pass/fail questions contained within the Quality criteria of the Invitation to Tender. The criteria for this section was “if any tenderer scored 0 marks on the basis of the scoring methodology set out in the Invitation to Tender they would be automatically excluded from the tender process as *“Fails to demonstrate an ability to meet the requirement”*. The Supplier’s Submission was rejected and deemed non-compliant. The remaining two (2) Supplier scores relative to the Award Criteria are as follows:

		<b>Quality (30%)</b>	<b>Price (70%)</b>	<b>Total (100%)</b>
1	Levenseat Limited	30	70	<b>100</b>
2	Regen Waste Limited	30	40	<b>70</b>

- 3.8 The evaluation of tender submission received identified that the submission by Levenseat Limited was the most economically advantageous tender.
- 3.9 Community Benefits were requested as part of the procurement process and Levenseat Limited have committed to the following Community Benefits.

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Event to promote supply chain opportunities	1
Non financial support for a Community Project	1

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## Implications of the Report

### 1. **Financial**

The costs under this contract will be met from existing waste disposal revenue budgets.

### 2. **HR & Organisational Development** - No TUPE implications for the Council have arisen or are anticipated.

### 3. **Community/Council Planning**

Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.

### 4. **Legal**

The procurement of this contract was carried out in accordance with the Scotland Excel Dynamic Purchasing System requirements and the Council's Standing Orders Relating to Contracts

### 5. **Property/Assets**

None

### 6. **Information Technology**

No property/asset implications have arisen or are anticipated

### 7. **Equality & Human Rights**

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

### 8. **Health & Safety**

Levensat Limited's Health and Safety submission was evaluated by the Council's Corporate Health and Safety team and meet the minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

Levenseat Limited's insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy implications have been identified or are anticipated.

13. **Climate Risk**

The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and this contract will strive towards the Scottish Governments aims and objectives for a Zero Waste Scotland.

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**List of Background Papers**

None

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**Author:** Kerri-Anne Ben Ammar, Procurement Advisor, Corporate Procurement Unit, Tel: 0141 618 4701.







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

**On: 11 November 2020**

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**Report by: The Chief Executive and the Director of Environment and Infrastructure**

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**Heading: Contract Award: Treatment of post-consumer recyclate consisting of mixed paper, card and cardboard (RC-CPU-20-107)**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Services Contract for Treatment of post-consumer recyclate consisting of mixed paper, card and cardboard (RC-CPU-20-107) to Regen Waste Limited.
- 1.2 The recommendation to award this Contract follows a mini competition made under the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework (schedule 27/17), Lot 2 Processing of Paper, Cardboard, News & PAMS (separate and/or mixed).
- 1.3 A Contract Strategy was approved by the Director of Environment and Infrastructure and the Strategic Procurement Manager on 23 July 2020.
-

## **2. Recommendations**

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

- 2.1.1 Authorise the Head of Corporate Governance to award a contract for Treatment of post-consumer recyclate consisting of mixed paper, card and cardboard (RC-CPU-20-107) to Regen Waste Limited;
- 2.1.2 Note the Contract is for a period of up to 15 months from the anticipated contract commencement date with the contract commencing no later than 3<sup>rd</sup> December 2020 or such other date as the Council may specify in the Letter of Acceptance. Under the terms of this Contract the Council shall have the option to exercise a break clause and terminate the Contract every (5) months from commencement without penalty or compensation payable to the Service Provider where the Council identifies such a proposed contract rate does not represent best value and does not match the emerging market conditions associated with mixed paper, card and cardboard;
- 2.1.3 Authorise the total Contract value of up to £712,782.88 excluding VAT.

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## **3. Background**

- 3.1 The Council has a requirement for the treatment of post-consumer recyclate consisting of mixed paper, card and cardboard. The Council's Waste Services currently collect approximately 9,041 tonnes per 15 months of post-consumer recyclate consisting of mixed paper, card and cardboard from households, commercial premise and recycling centres. As part of this contract Council Refuse Collection Vehicles will deliver this material to the Service Provider's treatment site or designated reception point for onward transportation arranged by the Service Provider to the Service Provider's own treatment site.
- 3.3 The purpose of the (5) monthly review breaks is for both the Council and the Service Provider to monitor the commodity market associated with mixed papers and cardboard with a view to understanding and reacting to market changes and to agree the level of the Gate Fee to reflect the anticipated price achievable by the Service Provider when the Target Waste is sold. Any subsequent price amendments agreed mutually will then be subject in due course to the same process of review during the period of the Contract.

- 3.4 This procurement exercise has been tendered as a mini competition under the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework (schedule 27/17 lot 2 Processing of Paper, Cardboard, News & PAMS (separate and/or mixed).
- 3.5 Lot 2 of the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework has thirty-three (33) Suppliers currently registered on the Public Contract Scotland Tender platform. All thirty-three (33) Suppliers were invited to participate in the mini competition issued on 19<sup>th</sup> August 2020. In accordance with the terms of the DPS the Council could use the Call off Terms prepared by Scotland Excel or could use Council terms for the mini-competition. The Council chose to use the Council's General Conditions of Contract for Services ( "Terms and Conditions") for this mini-competition which also uses the term Service Provider rather than Supplier.
- 3.6 By closing date set for return of electronic tenders of 12noon on 22<sup>nd</sup> September 2020, four (4) Suppliers submitted a Tender Submission with twenty-nine (29) failing to provide a response.
- 3.7 All four (4) Suppliers completed the European Single Procurement Document (ESPD) when applying for a place on the Scotland Excel Dynamic Purchasing System.
- 3.8 All Tender Submission received were evaluated against the set award criteria which was based on a combined weighting of 30% Quality and 70% Price. Two (2) failed to fix their prices as required within the Invitation to Tender. Both these Supplier Submissions were rejected and deemed non-compliant with the mini-competition invitation to tender requirements. The remaining two (2) Supplier scores relative to the Award Criteria are as follows:

		<b>Quality (30%)</b>	<b>Price (70%)</b>	<b>Total (100%)</b>
1	Regen Waste Limited	30.00	70.00	<b>100.00</b>
2	Enva Scotland Limited	28.25	58.00	<b>86.25</b>

- 3.8 The evaluation of tender submission received identified that the submission by Regen Waste Limited was the most economically advantageous tender.
- 3.9 Community Benefits were requested as part of the procurement process and Regen Waste Limited have committed to the following Community Benefits.

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Event to promote supply chain opportunities	2

Financial Support for a Community Project	2
Non financial support for a Community Project	2

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## Implications of the Report

1. **Financial**  
The costs under this contract will be met from existing waste disposal revenue budgets.
2. **HR & Organisational Development** - No TUPE implications for the Council have arisen or are anticipated.
3. **Community/Council Planning –**  
Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.
4. **Legal**  
The procurement of this contract was carried out in accordance with the Scotland Excel Processing & Disposal of Recycle & Residual Waste Dynamic Purchasing System Framework and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets**  
None
6. **Information Technology**  
No property/asset implications have arisen or are anticipated
7. **Equality & Human Rights**  
(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety**

Regen Waste Limited's Health and Safety submission was evaluated by the Council's Corporate Health and Safety team and meet the minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

Regen Waste Limited's insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy implications have been identified or are anticipated.

13. **Climate Risk**

The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and this contract will strive towards the Scottish Governments aims and objectives for a Zero Waste Scotland.

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**List of Background Papers**

None

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**Author:** Kerri-Anne Ben Ammar, Procurement Advisor, Corporate Procurement Unit, Tel: 0141 618 4701





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

**On: 11 November 2020**

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**Report by: The Chief Executive and the Director of Environment and Infrastructure**

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**Heading: White Cart Footbridge – RC-CPU-20-002**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the strengthening of the White Cart Footbridge.
  - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and the below EU Threshold Open Procedure for Works Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Operations and Infrastructure and the Head of Policy and Commissioning on 16 July 2020.
- 

**2. Recommendations**

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

- a) Award a contract for the Strengthening of the White Cart Footbridge to W I & A Gilbert Limited;
  - b) Authorise a spend of up to £365,683.90 excluding VAT plus an additional 10% contingency for any unforeseen circumstances. This contract will be fully funded by Strathclyde Partnership for Transport (SPT) and Sustrans Limited; and
  - c) Note the intended starting date of 1<sup>st</sup> December 2020 with an anticipated completion date of 31<sup>st</sup> March 2021. The actual date will be confirmed in the Council's Letter of Acceptance.
- 

### 3. **Background**

- 3.1 This Contract is to strengthen the White Cart Footbridge. The works will allow the footbridge to be re-opened to the public.
- 3.2 This Contract was tendered as a mini competition under Lot 2 of the Renfrewshire Council Framework Agreement for Repair, Maintenance and Improvements to Roads Related Structures ("the Framework"). The tender documents were made available to all four (4) contractors on Lot 2 of the framework on Monday, 20<sup>th</sup> July 2020 through the Public Contracts Scotland – Tender portal.
- 3.3 By the closing date set for return of electronic tenders, 10am Tuesday 4<sup>th</sup> August 2020, two (2) Contractors submitted a response and two (2) did not respond.
- 3.4 The two (2) tender submissions received were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD), as required by the Council's standing order relating to contracts 11.5, by representatives from the Corporate Procurement Unit, Health and Safety and Risk. This assessed competence and expertise. All tenderers were assessed as meeting the minimum criteria following the methodology stated in the Invitation to Tender.
- 3.5 Tender submissions were then assessed against the published set of Award Criteria which were based on a technical/commercial ratio of 30%/70%. The quality scores achieved through the Framework evaluation process were carried forward as the quality scores attributable to this procurement exercise.
- 3.6 The scores relative to the Award Criteria for each of the two (2) tenderers are noted below:



	<b>Commercial (70%)</b>	<b>Technical (30%)</b>	<b>Total (100%)</b>
WI & A Gilbert Limited	70.00%	29.60%	99.60%
MacKenzie Construction Limited	62.85%	30.00%	92.85%

- 3.7 The evaluation of Tender submissions received identified that the submission by WI & A Gilbert Limited was the most economically advantageous tender.
- 3.8 Post Tender Negotiations were conducted with the recommended tenderer which resulted in a reduction in the initial cost.
- 3.9 This cost of this Contract is fully funded by Strathclyde Partnership for Transport (SPT) and Sustrans Limited. SPT will provide up to £280,000 with the funding required to be spent by 31<sup>st</sup> March 2021. Sustrans will provide up to £190,000. The funding from Sustrans must be spent by 30<sup>th</sup> June 2021.

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## Implications of the Report

1. **Financial**  
The cost of this Contract will be met in full by funding provided by Strathclyde Partnership for Transport and Sustrans Limited.
2. **HR & Organisational Development**  
Not Applicable
3. **Community/Council Planning**  
Reshaping our place, our economy and our future – the Contract proposed will support the delivery of this outcome.
4. **Legal**  
The procurement was carried out in accordance with the Framework requirements and Renfrewshire Council's Standing Orders relating to Contracts.
5. **Property/Assets**  
This works carried out under this contract will allow for the White Cart

footbridge to be re-opened to the public.

6. **Information Technology**

Not applicable

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**

WI & A Gilbert Limited's health and safety credentials were evaluated as part of the evaluation process by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety

9. **Procurement**

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

10. **Risk**

WI & A Gilbert Limited have been assessed and evaluated as part of the evaluation process to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated.

12. **Cosla Policy Position**

No Cosla Policy implications have arisen or are anticipated.

13. **Climate Risk**

The aim is to improve pedestrian access thereby reducing car use.

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**List of Background Papers**

None

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

**On: 11<sup>th</sup> November 2020**

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**Report by: The Chief Executive and the Chief Officer Renfrewshire Health & Social Care Partnership**

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**Heading: National Care Home Contract Minute of Variation: 6 April 2020 to 5 April 2021**

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**1. Summary**

- 1.1 The purpose of this report is to inform the Finance, Resources and Customer Services Policy Board about the progression of Minutes of Variation (MOV) to the National Care Home Contract (NCHC) for Providers listed at Appendix A for the Period 6 April 2020 to 5 April 2021.
- 1.2 The form of the NCHC has been agreed at a national level between the Convention of Scottish Local Authorities (COSLA), Scotland Excel, Coalition of Care and Support Providers (CCPS) and Scottish Care (representing the Care Home Providers).
- 1.3 The services in Renfrewshire continue under the existing NCHC, in accordance with revised rates agreed in national negotiations. Providers have now been asked to formally confirm their agreement to the MOV for the period 6 April 2020 to 5 April 2021 in accordance with the agreed revised rates noted below. The revised rates have been used in calculating the weekly charge payable and paid from 6 April 2020.

- 1.4. The revised NCHC takes account of the Scottish Government's Living Wage initiative and requires all Providers to pay all care workers a minimum of £9.30 per hour from the 6<sup>th</sup> April 2020.
- 

## 2. **Recommendations**

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

2.1.1 The Minute of Variation (MOV) for changes to the National Care Home Contract (NCHC) commenced on 6 April 2020 for the period to 5 April 2021;

2.1.2 In line with the decision taken for the previous MOV, the increases applied for period 6 April 2020 to 5 April 2021 are in accordance with the rates as nationally agreed by COSLA, CCPS and Scottish Care which is an increase in existing fees payable by 3.51% for nursing and 3.54% for residential;

2.1.3 The formal MOV for the Period 6 April 2020 to 5 April 2021, was issued to the Providers listed at Appendices A and B to this report for their completion;

2.1.4 The total spend during this period under all NCHC contracts will be approximately £26 million excluding VAT.

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## 3. **Background**

- 3.1 The NCHC has existed in different versions since 2006 for the provision of residential and/or nursing care throughout Scotland. The NCHC defines the terms and associated fee of publicly funded placements into independent or voluntary sector care homes in Scotland for older people. COSLA with the support of Scotland Excel currently leads the NCHC negotiations on behalf of Local Government with Scottish Care and Coalition of Care and Support Providers in Scotland (CCPS) acting on behalf of providers.

- 3.2 Negotiations earlier this year between COSLA and representatives of Providers concluded in April 2020 and resulted in agreement to increase fees payable by 3.51% for nursing and 3.54% for residential from 6 April 2020 to 5 April 2021.

- 3.3 Under the terms of the NCHC, any changes to the NCHC are made by MOV. A formal MOV is signed annually with partner Providers to

confirm acceptance of the nationally negotiated fee agreement and associated conditions. This year's MOV was provided to the Council by Scotland Excel. The Council then issued the MOV to the Providers listed in Appendix A to agree the terms of the MOV with each individual care home. The Providers listed in Appendix B are currently in the process of transferring ownership and the new owner will be issued with MOVs on completion of the transfer.

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## Implications of the Report

1. **Financial** - The financial implications are noted at paragraph 2.1.4 of this Report and the costs for placements will be met from existing resources.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** – Reshaping our place, our community and our future – local employment and support of the Living Wage
4. **Legal** - The MOV referred to in this report reflects changes to the NCHC between Providers and local authority representatives reached at a national level and revised in accordance with the NCHC terms and conditions.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – The existing Contract was assessed by the Council's Health and Safety Officers. The recommended Provider's Health and Safety policy and procedures is considered to meet the necessary requirements.

9. **Procurement** –The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of the EU regulatory requirements, the Council Standing Orders Relating to Contracts and the Council’s Financial Regulations.
  10. **Risk** – none
  11. **Privacy Impact** – Service Users’ individual rights to privacy will be fully respected and the Providers have confirmed acceptance of all terms and responsibilities.
- 

**Author:** Alexandra Donaldson, Strategic Commercial Category Manager



## Appendix 1

### Care Homes in Renfrewshire

#### **Provider Name(s)**

Church of Scotland t/a Crossreach  
Erskine Hospital  
Erskine Hospital  
H & H Care Homes Ltd  
HC-One Ltd  
HC-One Ltd  
Lancefield Care Home Ltd  
Littleinch Ltd  
Littleinch Ltd  
McKenzie Care Homes Ltd  
Silverline Care Caledonia Ltd  
Silverline Care Caledonia Ltd  
Stanely Homes Ltd  
Sterling Care Homes Ltd  
Pacific Care Limited  
Tower Bridge Homes Care Ltd  
Jenny's Well

#### **Care Home**

Adams House  
The Erskine Home  
The Erskine Park Care Home  
Westerfields Care Centre  
Hillside View Care Home  
Kyle Court Care Home  
Lancefield Care Home  
Inchinnan Care Home  
Rashielee Care Home  
Ailsa Lodge Care Home  
Cochrane Care Home  
Ranfurly Care Home  
Stanely Park Care Home  
Nightingale House  
Mosswood Care Home  
Craigielea Care Centre  
Royal Blind Asylum and School

## Appendix B

Care Homes in Renfrewshire still to be issued with MOV

<b><u>Provider Name(s)</u></b>	<b><u>Care Home</u></b>
Advinia Care Homes Limited	Elderslie Care Home
Advinia Care Homes Limited	Braemount Nursing Home




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

**On:** 11 November 2020

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**Report by:** The Chief Executive and The Head of Policy and Commissioning and the Head of Corporate Governance

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**Heading:** Request to Suspend Part of Standing Order 18.1 of the Standing Orders Relating to Contracts for the Demolition of existing buildings on Chivas Regal Site, Paisley

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## 1. Summary

- 1.1 The Standing Orders Relating to Contracts 2017 (the Standing Orders) apply to the making of all contracts by the Council.
- 1.2 Standing Order 18.1 confirms that the Quick Quote procedure may be used for works contracts where the estimated value of contract is below the Threshold defined in the Standing Orders, currently £189,330.00.
- 1.3 National Guidance published by the Scottish Government in the Construction Procurement Handbook confirms that the Quick Quote procedure may be used for public works contracts where appropriate with a value of up to £2m.
- 1.4 Standing Order 3.2 of the Standing Orders states that:  
  
These standing orders or any part of them may be suspended by the Finance, Resources and Customer Services Policy Board in respect of any procurement exercise or contract on receiving a joint recommendation from the HOPAC and the Head of Corporate Governance that there are special circumstances justifying such

suspension and that it is in the interests and within the powers of the Council to do so.

- 1.5 This report requests authority from the Finance, Resources and Customer Services Policy Board to suspend part of the wording in Clause 18.1 of the Standing Orders to allow use of the Quick Quote procedure for the Demolition of existing buildings on Chivas Regal Site, Paisley for the reasons set out in Section 3 of this report.

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## 2. Recommendations

- 2.1 The Finance, Resources and Customer Services Policy Board are asked to authorise the suspension of the application of the words “*and the estimated value is below the Threshold*” in Clause 18.1, for the contract for the demolition of existing building on the Chivas Regal site in Paisley.
- 2.2 The Finance, Resources and Customer Services Policy Board are asked to note that this will not impact on the process of seeking approval to award this contract and the outcome of the tender evaluation and the recommendation to award will require the prior authorisation of the Board in accordance with Standing Order 27.4.

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## 3. Background

- 3.1 The Council have concluded missives with Chivas Regal for the site in Renfrew Road, Paisley with the purchase and transfer of the site to complete towards the end of this year.
- 3.2 There are a number of existing buildings on the site and once the site is handed over, the risk associated with protecting the buildings from vandalism is significant. To ensure the safety of the public and to prevent danger to life and serious risk to health, it is intended that a demolition contract should be put in place as soon as possible.
- 3.3 Council officers are currently preparing technical documents and form of tender for the demolition with a view to being in a position to issue a tender in early January 2021. Contractors will be required to visit the site prior to submitting their tender and taking this into account, a tender timeline of one month has been allowed. The contract requires to be awarded by mid April 2021.

- 3.4 Due to Covid-19, it will be necessary to restrict the number of contractors accessing the site during the tender period. An Open tender does not allow for the restriction of tenderers. A Restricted Tender procedure does allow the restriction in numbers of bidders however, this procedure requires to be run over a period of 10 – 12 weeks minimum and would increase the length of time the site is exposed to risk of vandalism.
- 3.5 A Quick Quote procedure would allow the Council to select appropriately qualified contractors to tender for this contract. This procedure can be run over a shortened time period, mitigating against the risk of unoccupied buildings and the Council can limit the number of contractors invited to bid therefore complying with Covid-19 safety procedures.
- 3.6 The estimated value of the works is approximately £1.3 million. This is currently above the Threshold of the Standing Orders for the use of Quick Quote, but within the financial thresholds for use of Quick Quote for Works contracts set by recently updated guidance.
- 3.7 On 17 September 2020 the Scottish Government published Construction Policy Note CPN 9/2020. This policy note provided updated guidance on the use of Quick Quote in below threshold (i.e. below £2million) public works contracts.
- 3.8 The guidance notes that the use of Quick Quote is encouraged for tendering construction contracts with a value up to £2million for works contracts, unless the project is considered 'high risk' or would otherwise require to be advertised.
- 3.9 The publication of CPN 9/2020 follows a Review of Scottish Public Sector Procurement in Construction which acknowledged the increasing expense involved for contractors in preparing and submitting responses to tenders and encouraged, where appropriate, the use of the simpler process, for example the Quick Quote process offered through the Public Contracts Scotland portal.
- 3.10 Regardless as to the procedure used, the fundamental principles of procurement will apply including the equal treatment of all bidders, transparency and proportionality. The Council also has a duty to achieve Best Value and the Quotation process will ensure that Best Value is delivered.
- 3.11 This Report requests suspension of part of the wording in Standing Order 18.1 of the Standing Orders to allow the use of the Quick Quote

procedure for the contract for the demolition of the existing buildings on the Chivas Regal site, Paisley.

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## Implications of the Report

1. **Financial** - *None*
2. **HR & Organisational Development** - *None.*
3. **Community/Council Planning**
4. **Legal** – The recommendations of this report align to the updated guidance provided by the Scottish Procurement and Policy Directorate in CPN 9/2020 and the update to Chapters 3 and 6 of the Construction Procurement Handbook.
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** – the recommendations of this Report will ensure that the below works threshold procurement of a contract for the demolition of the buildings on the Chivas Regal site will be conducted in accordance with current guidance and good practice.
10. **Risk** - *None*
11. **Privacy Impact** - *None.*

12. **Cosla Policy Position** – *None.*
  13. **Climate Risk** –The Scottish Government sustainable procurement tools are used to support optimising the economic, social and environmental outcomes for all construction procurements.
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