

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

Date	Time	Venue
Wednesday, 15 June 2022	14:00	Teams - virtual meeting,

MARK CONAGHAN
Head of Corporate Governance

Membership

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

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

Webcasting of Meeting

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

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

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

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Minute of the Joint Consultative Board (Non-teaching) meeting held on 30 March 2022.

Finance

- 2 Revenue Budget Update 2022/23 5 - 10**

Report by Director of Finance & Resources.

Performance

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Report by Director of Finance & Resources.

- 4 Chief Executive's Service - Service Improvement Plan 2022-23 and Service Delivery Plan 2021-22 Outturn Report 23 - 104**

Report by Chief Executive.

- 5 Customer Services Performance Report 105 - 108**

Report by Director of Finance & Resources.

- 6 Finance & Resources Service Improvement Plan 2022-23 and Service Delivery Plan 2021-22 Outturn Report 109 - 160**

Report by Director of Finance & Resources.

- 7 Environment & Infrastructure Service Improvement Plan 2022/23-24/25 and Service Delivery Plan 2021-22 Outturn Report 161 - 234**

Report by Director of Infrastructure, Land & Environment.

Civic Hospitality

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	Report by Director of Finance & Resources.	

Voluntary Redundancy

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22	Paisley Grammar School Community Campus (PGSCC) - Principal Contractor (PC)	331 - 340
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Regeneration Programmes)**

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

Minute of Meeting Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 30 March 2022	15:00	Via Teams Platform,

Present: Councillor Tom Begg, Councillor John McNaughtan, Councillor Jim Paterson, Councillor Andy Steel

Representing Trade Unions

John Boylan, Stephen Hicks (UNISON); Kirsten Muat, Ann Canning (GMB).

In Attendance

D Kerr, Service Co-ordination Manager (Environment & Infrastructure); M Boyd, Head of HR & OD, R Laouadi, HR Manager; R Cree, OD & Workforce Planning Manager; S Fanning, Principal HR & OD Adviser; D Pole, End User Technician; P Shiach, Senior Committee Services Officer, K O'Neill, Assistant Democratic Services Officer and D Cunningham, Assistant Committee Services Officer (all Finance & Resources).

Recording of Meeting

Prior to the commencement of the meeting the Chair intimated that this meeting would be recorded for subsequent broadcast via the Council's internet site.

1 **Appointment of Chair Person**

It was proposed and agreed that John Boylan (UNISON) chair the meeting.

DECIDED: That John Boylan chair the meeting.

2 **Apologies**

L Kilicaslan, Senior Manager for CAH Services, Renfrewshire Health and Social Care Partnership; M Ferguson (UNISON); G McLean (GMB).

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 health, safety and wellbeing issues since the previous meeting of the JCB (Non-Teaching) on 2 February 2022.

The report focused on the actions and activities that continued to support the Council's response and recovery plans. The Health and Safety team was an integral part of the council's emergency management team, providing clear guidance as documents had been released from the UK and Scottish Governments, NHS and Health Protection Scotland. The team linked with fellow colleagues in other local authorities to share knowledge and introduce any new learning to The Council's guidance and procedures.

The Health & Safety Team continued to work collaboratively with key stakeholders, ensure risks were assessed, review policies and guidance, support front line services in the delivery of emergency and prioritised work, support Vaccination Centres, support employees throughout the different phases of the pandemic, evaluate contractor's and supplier's health and safety documentation when applying for contracts, respond to Freedom of Information requests and insurance claims, support services to ensure stocks of PPE were maintained, produce health and wellbeing guidance to support eh workforce, and review all injury accidents occurring within the Council activity.

The revised Occupational Health contract arrangements were discussed.

DECIDED: That the report be noted.

5 **Details of Grievances**

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

The report provided information on grievances at both the informal and formal stages. The report indicated that there were a total of four grievances as at March 2022, which was a reduction of two cases since the last meeting in February 2022.

DECIDED: That the report be noted.

6 **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 of March 2022 and detailed the capacity and services in which they were engaged.

The report advised that as of March 2022, there were 115 Agency Workers employed across all services and 109 Agency Workers employed across Renfrewshire Health and Social Care Partnership and this was a reduction of 13 workers since the last meeting in February 2022.

The Joint Consultative Board (Non-Teaching) advised that recruitment fayres were being held with the aim of filling various vacant posts with staff appointed under the Council's terms and conditions.

DECIDED: That the report be noted.

7 **Date of Next Meeting**

DECIDED: That it be noted that the date of the next meeting of the JCB (Non-Teaching) was scheduled to be held at 3pm on 15 June 2022.



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance & Resources

Heading: Revenue Budget Update 2022/23

1. Summary

- 1.1. On 3 March 2022, the Council set its revenue budget for 2022/23. On that day, the Band D Council Tax level was set for 2022/23 and a Budget Motion was approved. This report provides Members with an update to the Revenue Budget 2022/23 following these additional decisions.
- 1.2. Appendix 1 outlines the total in-year approved Revenue Budget 2022/23 for each service by cost type.

2. Recommendations

- 2.1 Members are asked to note the report, which reflects the impact of decisions taken by the Council on 3 March 2022.

3. Revenue Budget 2022/23: Council Tax

- 3.1 At its meeting on 3 March 2022, the Council increased Council Tax for 2022/23 by 3%. The effect of this on all Council Tax bands is as follows:

Band	Council Tax Charge 2022/23
A	£903.25
B	£1,053.80
C	£1,204.34

Band	Council Tax Charge 2022/23
E	£1,780.16
F	£2,201.68
G	£2,653.31

D	£1,354.88	H	£3,319.46
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4. Revenue Budget 2022/23: Budget Motion

- 4.1 A number of initiatives were outlined in the Budget Motion on 3 March 2022, which amounted to an additional £5.687m being planned for financial year 2022/23. Of this, £0.055m is recurring spend and £5.632m is non-recurring spend, as follows:

Description	Budget 2022/23 £000
Recurring Costs	
Borrowing costs on capital investment in artificial playing surfaces and community halls	55
Non-recurring Costs	
Fairer Renfrewshire Programme	
Top-up funding for Discretionary Housing Payments (DHP)	300
Top-up funding to the Scottish Welfare Fund (SWF)	500
Extend the funding provided to households in 2021/22 to tackle financial insecurity and hardship	270
Additional funding re Children and young people's mental health and well-being, supplementing £0.250m set aside in 2021/22	100
Unallocated; to be outlined in a future Fairer Renfrewshire report	3,812
Pilot enforcement service over 12 months to tackle fly-tipping across Renfrewshire, utilising CCTV technology and improved links to SEPA / Police Scotland*	450
Replenish the Cultural Heritage & Events Fund (CHEF) in 2022/23 to continue to support our local cultural and heritage organisations**	200
Total	5,687
Funded by:	
One-off use of reserves from Social Renewal Fund	1,000
One-off use of reserves from Unearmarked balances*	450
One-off use of reserves from COVID-19 Recovery Fund**	200
One-off settlement funding from Scottish Government	3,982
Council Tax receipts	55
Total	5,687

- 4.2 On 2 March 2022, the Scottish Government released Finance Circular 1/2022, which included details of previously undistributed settlement funding for Renfrewshire Council of £13.866m.
- 4.3 The following table was presented as Table 6 in the report to Council on 3 March 2022 with draft figures before the above decisions were taken. It is now updated here to reflect the impact of the use of reserves and the additional planned expenditure.

Budget Overview 2022/23	Draft Budget 3 March £000	Approved Budget 3 March £000	Movement £000
Confirmed Government Grant	365,154	379,020	13,866
Council Tax Income	97,852	100,788	2,936
Council Tax / Community Charge Arrears	400	400	0
Total Income	463,406	480,208	16,802
Less: Estimated Spending need	(466,287)	(480,208)	(13,921)
Recurring Budget (Deficit) / Surplus	(2,881)	0	2,881
Less: Estimated Spending need (non-recurring)	0	(5,632)	(5,632)
One-off Revenue allocation	3,982	3,982	0
One-off use of Reserves	0	1,650	1,650
In-Year Budget Surplus	1,101	0	(1,101)

5. Resource Allocations

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

Implications of the Report

1. **Financial** - The report and appendix provide background information on the 2022/23 budget, identifying an in-year break-even position, after the application of one-off funding and use of reserves.
2. **HR & Organisational Development** – none arising from this report.
3. **Community/Council Planning** – none arising from this report.
4. **Legal** – none arising from this report.
5. **Property/Assets** - none arising from this report.
6. **Information Technology** - none arising from this report.
7. **Equality & Human Rights** - none arising from this report.
8. **Health & Safety** - none arising from this report.

9. **Procurement** – none arising from this report.
10. **Risk** – none arising from this report.
11. **Privacy Impact** - none arising from this report.
12. **Cosla Policy Position** – none arising from this report.
13. **Climate Risk** – none arising from this report.

Author: Alastair MacArthur, Director of Finance & Resources

RESOURCE ALLOCATION

APPENDIX 1

REVENUE BUDGET 2022/23

	Chief Executive's Service	Children's Services	Communities and Housing	Environment and Infrastructure	Finance and Resources	Miscellaneous Service	Renfrewshire Council
Employee Costs	8,623	153,846	7,127	46,661	32,519	13,514	262,290
Premises Costs	1,554	9,366	1,554	4,208	1,616	2,854	21,152
Transport Costs	20	4,461	138	8,004	64	12	12,699
Supplies and Services	13,445	30,722	2,155	21,054	9,139	13,206	89,721
Third Party Payments	126	14,068	2	3,199	1,745	381	19,521
Transfer Payments	2,532	12,158	2,565	106	53,730	18,756	89,847
Support Services	377	206	1,098	1,247	552	3,791	7,271
Capital Charges	0	0	0	0	0	7,162	7,162
Income	(3,826)	(1,939)	(4,356)	(33,934)	(60,519)	(12,889)	(117,463)
Sub-Total	22,851	222,888	10,283	50,545	38,846	46,787	392,200
Plus Adult Social Care							93,640
Total In-Year Net Expenditure 2022/23							485,840
Recurring Spending Need							480,208
Non-Recurring Spending Need							5,632
Total In-Year Net Expenditure 2022/23							485,840



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance and Resources

Heading: Business Services Performance Report

1. **Summary**

- 1.1 This report details performance across key Business Services functions including revenue collection and benefit administration for the period ending 28 April 2022 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund).
-

2. **Recommendations**

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

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28th April 2022 for Council Tax. It also provides details of the total sums collected for the previous financial year.
- 3.1.2 The billable sum for 2022/23 is £93,574,652.
- 3.1.3 The sums collected to date for 2022/23 are £18,676,683 which is 19.96% of the billable sum (14.74% last year). This represents an increase of 5.22% in cash collection as a proportion of net charges billed compared with the same position for 2021/22.
- 3.1.4 Scottish Government's Cost of Living Awards scheme is largely responsible for the increase in collection. The payments, which amount to £150 per eligible household, resulted in £9,319,350 being credited to Council Tax accounts by 28th April 2022. It is anticipated that the percentage increase will lessen over the remaining months of the year as customers' reduced instalments take effect.
- 3.1.5 The Council Tax Reduction (CTR) awarded is £13,218,262 amounting to 12.38% of the billable sum, which is 1.52% less than at the same point last year.
- 3.1.6 The Service is currently working through a volume of outstanding CTR applications and continues to encourage the take-up of CTR. Activities planned for the new financial year will include close tracking of potential applications and data matching to maximise CTR awards.

3.2 Non-Domestic Rates

- 3.2.1 This section details the collection performance as at 28th April 2022 for Non-Domestic Rates (NDR). It also provides details of the total sums collected for the last financial year.
- 3.2.2 The Non-Domestic Rates (NDR) charges billed for 2022/23 amount to £127,645,598, this is significantly higher than the levied amount of £89,717,813 for 2021/22. Reduced take up of less generous Covid-19 reliefs in comparison to 2021/22 largely accounts for the increase.
- 3.2.3 The cash receipts to date amount to £297,156 which is 0.23% of the sum billed. This is an increase in cash collection as a proportion of net charges billed of 0.04% compared with the same position for 2021/22.
- 3.2.4 Payment collection for Non-Domestic Rates commences in May each year.

4. Benefit administration

This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of April 2022. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.

4.1 Workload and Performance

- 4.1.1 The Service aims to balance the varied and changing workload resulting from the impact of the pandemic, in particular redirection of the significant resources which were required to support Self-Isolation Support Grants in the first quarter of the year.
- 4.1.2 The impact of the high volume of Self-isolation Support Grants has affected processing times significantly across the Financial Support Teams. Also, substantial changes to the Council Tax Reduction Scheme resulted in significant manual intervention in cases which are currently being worked through. In addition, recruitment and training of new team members this year has also taken longer than normal. The Service has a targeted plan in place and aims to bring processing times back within target before the next reporting cycle.

4.2 Speed of Processing – Housing/Council Tax Benefit

- 4.2.1 As detailed in Table 1 below, processing speed for New Claims is outwith target for the period.
- 4.2.2 In relation to New Claims processed within 14 days of all information received, this measure is also below target for the period.
- 4.2.3 Processing of Changes in Circumstance (CIC) is well within target for the reporting period.

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

Table 1 – Performance Summary

Performance measure	4 Week Reporting Period 11 March 2022 to 14 April 2022	Year to date position	Annual Target
New Claims – processing time	31 days	31 days	24 days
New Claims - % processed within 14 days of all information received	79%	79%	92%
Changes in Circumstance – processing time	3 days	3 days	10 days

4.3 Discretionary Housing Payments

- 4.3.1 The total budget for Discretionary Housing Payments for 2022/23 is shown in table 2 below, this includes an additional amount of £300k allocated by the Council and £83,692 added from Flexible Funding for Financial Insecurity resources which were provided to the Council by the Scottish Government.
- 4.3.2 Funding for DHP was previously provided to Local Authorities by the Department for Work and Pensions, following the new social security powers devolved to the Scottish Government (SG), DHP funding is now provided entirely by SG. The total budget is detailed in table 2 below and shows the indicative spending split provided to the Council.
- 4.3.3 The DHP budget has been calculated to include the full Scottish Government estimate of the amount of funding required to fully mitigate the effect of the Bedroom Tax. This estimate includes a 20% reserve allocation which will be paid in May 2023, if required.
- 4.3.4 In line with DHP Policy and DHP Regulations, the Service makes awards to fully mitigate the effect of the Bedroom Tax and maximise spend within the year.
- 4.3.5 Table 3 shows the performance information in relation to DHPs. The table shows that processing time in relation to DHP is out of target. Some of the applications processed in the period were received in advance of 2022/23 but couldn't be processed until the new financial year commenced.

Table 2 – DHP Budget

Funding – indicative allocations	amount
Renfrewshire Council	£300,000
Financial Insecurity Winter Funding	£83,692
Financial Hardship (non-Benefit Cap) – Scottish Government	£90,565
Financial Hardship (Benefit Cap) – Scottish Government	£156,518
Bedroom Tax* – Scottish Government	£2,349,931
Total budget for the year	£2,980,706

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

Table 3 – DHP Performance Summary

Measure	1 April 2022 to 28 April 2022
Volume of DHP applications received	233 applications
Volume of DHP decisions made	228 decisions
Number of DHP awards	198 awards
Average processing time (target 29 days)	38 days
Total amount committed/paid	£129,084

4.4 The Scottish Welfare Fund

- 4.4.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.
- 4.4.2 The Service makes awards in 2022/23 in line with Scottish Government guidance and had spent 5% of its total budget for the Scottish Welfare Fund (SWF) by the end of April 2022.
- 4.4.3 The total budget for the Scottish Welfare Fund for 2022/23 is shown in table 2 below, this includes an additional amount of £500k allocated by the Council and £132,954 added from Flexible Funding for Financial Insecurity resources which were provided to the Council by the Scottish Government.
- 4.4.4 The performance data relating to the Fund is presented in table 4 below. The Service has processed Crisis and Community Care Grants within target, however due to exceptional demand levels were not able to meet the extremely stretching 1 day target for SISGs.
- 4.4.5 From October 2020, the Scottish Government committed to providing a grant of £500 to individuals who are in receipt of low-income benefits and who lost income because they are required to self-isolate to prevent the spread of COVID-19.
- 4.4.6 From May 2021 SISGs are available to low paid workers, the grant can help cover lost earnings if they have a positive PCR test or care for someone who has a positive PCR test, the grant amount changed to £225.

- 4.4.7 The Scottish Welfare Fund was determined to be the legislative and delivery mechanism for Self-Isolation Support Grants (SISGs) in the form of Crisis Grants, as they are designed to provide occasional support to people facing immediate financial need which poses a risk to their health and wellbeing.
- 4.4.8 The Service made necessary operational arrangements to support the assessment, processing, and payment of SISGs. During January and February an average of 1,928 applications were received compared to a monthly average of 654 prior to the Omicron variant. This significant increase in workload impacted wider operational delivery and as stated in section 4.2 above a plan is in place for recovery of the processing position. Following the changes reference in 4.5.6 above the volume of SISGs is now very low.

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

Measure	1 April 2022 to 28 April 2022
Number of Crisis Grant applications received	899
Number of Crisis Grant Awards	596
Total amount paid for Crisis Grants	£56,872
Average Processing time (2 working days target)	2 days
Average Processing time within April	2 days
Number of Community Care Grant applications received	218
Number of Community Care Grant Awards	97
Total amount paid for Community Care Grant	£30,977
Average processing time year to date (15 working days target)	6 days
Average processing time within April	6 days
Total amount paid/committed from the fund	£87,849
Budget from Financial Insecurity Winter Funding	£132,954
Budget from Council	£500,000
Budget provided by Scottish Government	£1,251,983
Total Budget	£1,884,937

Table 5 – SWF Performance Summary (Self-Isolation Support Grants) (SISG)

Measure	1 April 2022 to 28 April 2022
Number of SISG applications received	799
Number of SISG Awards	770
Average Processing time year to date (1 working day target)	3 days
Average Processing time within April	3 days
Total amount paid/committed from the fund	£385,000
Budget provided by Scottish Government	£385,000

5. Cost of Living Awards

- 5.1 The Scottish Government introduced this support to help households tackle the increasing cost of living.
- 5.2 These awards were credited to all households who had a liability to pay Council Tax and who were either residing in properties in valuation bands A to D, or were in receipt of Council Tax Reduction, as at 14/02/2022. This resulted in reduced instalments due across the year.
- 5.3 Only one award of £150 could be made for each occupied qualifying property.
- 5.4 62,129 customers have received a credit to their Council Tax account.
- 5.5 1,479 customers in eligible categories of households exempt from Council Tax, i.e., with no liability, were issued directly with a payment during April.

Implications of the Report

1. **Financial** - The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** –
3. **Community/Council Planning** –
 - Our Renfrewshire is fair - An effective Benefits service is vital to the quality of life of many of our citizens as it provides vital support for low income households to sustain tenancies and meet their rent obligations
 - Working together to improve outcomes - An efficient and effective billing and administrative process for the collection of local taxes is vital for ensuring the recovery of income to the council to support the provision of local services. This is supported by a range of payment opportunities for the public, including electronic and digital payments (e.g. Direct Debit, Website and Telephone).
 - Working together to improve outcomes – An efficient and effective Customer Service Unit is vital to ensuring citizens have equality of access to Council services whether this is digitally, by telephone or face to face
4. **Legal** – None
5. **Property/Assets** - None
6. **Information Technology** – None
7. **Equality & Human Rights** - The recommendations contained within this report in relation to performance updates has been considered in relation to its impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for consideration of performance only. In terms of the LIPP, Renfrewshire Council is acting as delivery agent for Scottish Government policy and is following Scottish Government guidance on how to implement and delivery the LIPP. As such the equality and human rights impacts of this policy are a matter for Scottish Government.
8. **Health & Safety** - None
9. **Procurement** – None
10. **Risk** - None
11. **Privacy Impact** – None
12. **Cosla Policy Position** – None

13. **Climate Risk** – None

List of Background Papers

(a) None

Author: Emma Shields

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28th APRIL 2022

COUNCIL TAX	2021/22	2022/23
	£m	£m
Projected Yield	98.307	100.788
Gross Charges	102.506	106.793
Less rebates	13.419	13.218
Net Charges Billed	<u>89.087</u>	<u>93.575</u>
Cash Collected	84.445	18.677
Rebate Grant	13.419	13.218
	<u>97.863</u>	<u>31.895</u>
Cash collected as % of Net Charges	94.79%	19.96%
Income as % of Projected Yield	99.55%	31.65%

NON DOMESTIC RATES	2021/22	2022/23
	£m	£m
Projected Yield	87.923	125.093
Gross Charges	145.657	147.913
Less reliefs	55.939	20.268
Net Charges Billed	<u>89.718</u>	<u>127.646</u>
Cash Collected	83.262	0.297
Cash collected as % of Net Charges	92.80%	0.23%
Cash collected as % of Projected Yield	94.70%	0.24%

Business Services Performance Report – Appendix 2 Supplementary KPIs – Finance & Resources Policy Board

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	February: Nil	March: 49 days	April: 117 days
Average (12 months to date)	86 days		
Average Appeals Completed	2 Appeals per month		

Comment:- Appeals volumes are very low, which is expected due to reducing Housing Benefit caseload. Monthly target was missed in April due resources being spread to support Self-Isolation Support Grants.

REVISIONS

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

Target	28 days		
Result last report	December 21: 49	January 22: 59	February 22: 47
Result Last 3 months	February 22: 47	March 22: 65	April 22: 48

Comment:- The Service has missed target for revisions processing as a result of balancing workloads, including the processing of Self-Isolation Support Grants, the position improved in April and it is anticipated that it will be back within target by next reporting cycle.

ACCURACY

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

	Target %	Actual %
Volume of Audits 2022/23	4%	41%
Accuracy – April 22	95%	86%
Accuracy – 2022/23	95%	86%

Comment:- The service continues to analyse errors and action trends/patterns by providing additional guidance/training where needed. The proportion checked this period reflects a higher volume of case cleansing reviews carried out on claims as a proportion of decisions made.

**Business Services Performance Report – Appendix 2
Supplementary KPIs – Finance & Resources Policy Board**

HOUSING BENEFIT OVERPAYMENTS

The service is responsible for raising overpayments where Housing Benefit has been paid in error. If these have resulted from errors made by claimants, the cost is partially funded by the DWP. The service attempts to recover both newly raised and historic debts from claimants or landlords as appropriate. In year collections performance is detailed below and shows a marginally increased debt position since the last report.

Overpayments raised 2022/23	£101,963
Overpayments raised and recovered in year	£275,546
% Recovery	8.34%
All recovery in year	£96,161
All recovery vs raised in year	94.31%
All recovery vs all debt	1.30%
Total debt outstanding at end of reporting period	£7,273,957



To: Finance, Resources and Customer Service Policy Board

On: 15 June 2022

Report by: Chief Executive

Heading: Chief Executive's Service - Service Improvement Plan 2022-23 and Service Delivery Plan 2021-22 Outturn Report

1. Summary

- 1.1 The attached Service Improvement Plan for the Chief Executive's Service covers the three-year period from April 2022 to March 2025. The plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable; and our measures of success. The Service Improvement Plan sits beneath the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan to form a suite of documents which provide Renfrewshire's strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan. The Service Improvement Plan is included as Appendix 1 to this report.
- 1.2 This report also provides an overview of performance against the actions and measures set out in the Chief Executive's Service Delivery Plan 2021/22. Service Delivery Plans were implemented for one year only and focused on what each service would deliver to support residents, businesses and communities through the pandemic and into a recovery phase. A detailed outturn report is included as Appendix 2.
- 1.3 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in November 2022.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- (a) Approves the attached Service Improvement Plan;
 - (b) Notes the progress made in delivering the Service Delivery Plan 2021/22;
and
 - (c) Agrees that mid-year progress with the Service Improvement Plan be reported to this Board in November 2022.

3. Background

- 3.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering cross-cutting services. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. Consisting of 218 employees, the service has four main divisions: Policy and Commissioning; Marketing and Communications; Economy and Development; and City Deal and Infrastructure.
- 3.2 The Service Improvement Plan is one way in which elected members can scrutinise the work of the Chief Executive's Service, and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate, and revise plans where appropriate.
- 3.3 Importantly, the Service Improvement Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which helps employees understand how they contribute to the Council delivering its objectives. The priority actions set out in section 5 of the attached Service Improvement Plan detail the specific actions the service will progress in order to support the Council's immediate priorities and future direction and help deliver improved outcomes for Renfrewshire's communities.

4. Key Achievements 2021/22

4.1 During 2021/22, key achievements of the service included:

- Attracting £38.7m of Levelling-Up funding from the UK Government to support the AMIDS South project
- Continuing with the delivery of the AMIDS programme, with the National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre (MMIC) both scheduled to open later this year
- Progressing the TH/CARS2 programme, upgrading several prominent buildings in Paisley Town Centre
- Supporting 1791 people into employment through our employability work with partners
- Producing a new Local Development Plan, which sets out the Council's vision for Renfrewshire's economy, environment, towns, heritage and infrastructure over the next 10 years and will form the basis for future planning decisions
- Continuing work on the large-scale cultural investment projects in Paisley - Paisley Museum, Paisley Town Hall and the new Paisley Learning & Cultural Hub – which should all be completed by 2023
- Supporting Renfrewshire's cultural sector through 43 Future Paisley grants with a total value of £200,000 – supporting 10 cultural organisations, 24 freelance artists and creating art installations in public spaces
- Successfully delivering in-person events, including the Spree Festival and Paisley Halloween Festival in October 2021 and About Us, the launch event for the UK Unboxed 2022 festival in March
- Securing national funding from VisitScotland and EventScotland to support tourism and events restart
- Implementing our social renewal plan, with a focus on financial insecurity including the community food fund, affordable credit, hardship payments, winter clothing grants, and work around period poverty
- Undertaking a COVID community impact assessment with the next stage of engagement through the Public Services Panel
- Supporting people isolating or vulnerable with 517 referrals being supported by the Neighbourhood Hubs
- Continuing to implement the recommendations of the Alcohol and Drugs Commission; a total of 14 projects are planned with the majority now in delivery
- Progressing actions to mitigate climate change, including establishing the community climate fund, the climate panel, developing the net zero plan and commissioning work to baseline carbon emissions
- Delivering 127 grants to local community groups through the Celebrating Renfrewshire programme.

4.2 A more detailed picture of achievements is included in the Service Delivery Plan Outturn Report included as Appendix 2.

5. What do we want to achieve?

5.1 As we move beyond the pandemic and its next phase, the Council and its partners will continue to promote and deliver on actions in relation to the impact of COVID, and to respond to emerging cost of living crisis which is impacting local business and communities. Our local response in terms of economic and cultural regeneration, infrastructure development, employability support and actions to support those most vulnerable will be reflected in the forthcoming new Council Plan, which will be brought forward for approval in September 2022. This service will also continue to contribute to the achievement of outcomes set in Our Renfrewshire, our 10-year Community Plan. The Chief Executive's Service is the lead for delivering on Tackling Poverty, on the Alcohol and Drugs Commission and on Climate Change. It is also responsible for a number of large-scale capital projects and regeneration activity.

5.3 During the lifetime of this plan, specific priorities for the service include:

- Continuing to deliver an ambitious programme of regeneration, with a specific focus on culture and heritage;
- Progressing the large-scale infrastructure projects which come under the scope of City Deal;
- To tackle inequalities in Renfrewshire through the Fairer Renfrewshire Programme with a particular focus on the cost of living crisis and issues such as fuel and food insecurity;
- Next phase of the development of our work within communities – supporting development of locality approaches, increased participation and the next phase of the development of Local Partnerships
- Developing Renfrewshire's Plan for Net Zero as part of our work to mitigate the impacts of the climate emergency;
- Progressing new strands of work related to the recommendations of the Alcohol and Drugs Commission, specifically on trauma and stigma, and the launch of Recovery Change Fund in summer 2022
- New Council and Community Plan to be finalised in Autumn 2022;
- Positioning Renfrewshire as a destination of choice through visitor and investor marketing and major events;
- Building Renfrewshire Council's brand and driving the implementation of the Council values – fair, helpful, collaborative and learning; and

- Workforce planning – supporting health and wellbeing of employees around new ways of working, and seeking to address areas where we are finding it difficult to attract, recruit and retain staff.
- 5.4 Further detail on the specific actions the service will progress can be found in Section 5 of the Service Improvement Plan included as Appendix 1.
- 6. Monitoring progress**
- 6.1 Progress on the implementation of the Service Improvement Plan will regularly be monitored by the Senior Management Team and will be reported to Elected Members on a six-monthly basis. A review of progress will be brought to this Board in Autumn 2022.
- 6.2 As well as performance measures with targets, the Service Improvement Plan also includes some management information as additional context. This includes those indicators which are part of the Local Government Benchmarking Framework. Indicators which are for information only are not featured on the performance scorecard but will be reported on as part of the outturn.
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Implications of the Report

- 1. Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – All Council services are reviewing ways of working in light of the changes resulting from the pandemic. Any changes will be reflected through reports to elected members.
- 3. Community/Council Planning** – the report details a range of activities which reflect local Council and community planning themes.
- 4. Legal** – none
- 5. Property/Assets** - All Council services are reviewing ways of working in light of the changes resulting from the pandemic, and this includes how buildings are utilised. Any changes will be reflected through reports to elected members.

- 6. Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
- 7. Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. Workstreams and projects arising from this report will carry out impact assessments in line with Council policy.
- 8. Health & Safety** – none
- 9. Procurement** – The report continues a number of actions impacting procurement.
- 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
- 11. Privacy Impact** - none
- 12. COSLA Policy Position** – none.
- 13. Climate Change** - The report continues a number of actions directly related to addressing the impact of climate change. The actions detailed within the report should contribute to an improved position.

List of Background Papers: None

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Chief Executive's Service

Service Improvement Plan 2022-2025

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1. Introduction

- 1.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. The country is now moving into the next phase of the pandemic, with restrictions easing. The Council, like other organisations, is now working towards a 'new normal' and continuing to support and promote recovery from the impact of the pandemic whilst also driving forward its strategic objectives.
- 1.3 Council services continue to operate in a challenging context. The ongoing recovery from the pandemic and its effects continue to be felt by individuals, businesses, communities and the public sector. The inequalities that existed prior to the pandemic have continued to be exacerbated by the pandemic and the emerging cost of living crisis. There are numerous legislative requirements relating to that work which are being progressed, including duties in relation to child poverty, the public sector equality duty and community empowerment.
- 1.4 External events, such as the UK's departure from the EU and the war in Ukraine, are also exacerbating supply chain issues and inflationary pressures and there is an ongoing requirement to monitor any impacts in relation to the Council's key strategic projects. Councils are also navigating an increasingly complex funding landscape resulting from increased demands and increasing costs but also arising from the introduction of new funding streams such as the UK Shared Prosperity Fund and Levelling Up scheme.
- 1.5 The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.6 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to Elected Members later this year. It will set out the high-level strategic outcomes the Council intends to achieve and detail the

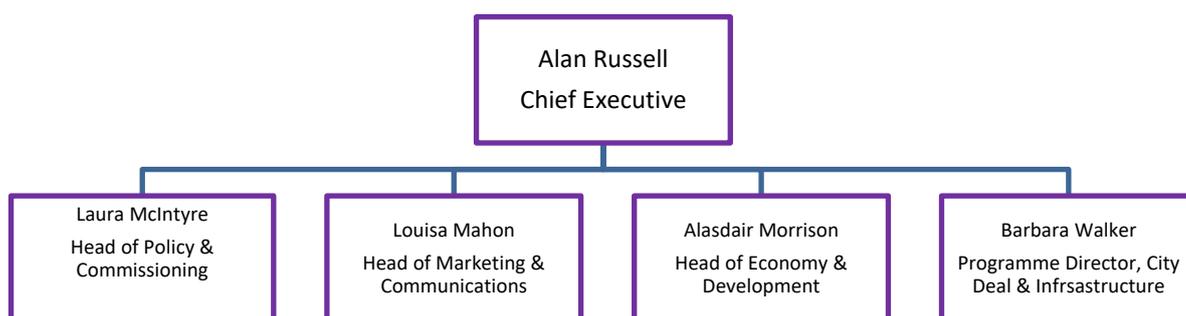
steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:

- Place
- People
- Sustainability
- Living Our Values

- 1.7 The Community Plan is a ten-year plan, and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to Elected Members and the Community Planning Partnership later this year. The Partnerships and Inequalities Team within the Chief Executive’s Service leads on community planning work for the Council.
- 1.8 Service Improvement Plans inform each service’s Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and improvement activity within the service as well as providing context for budget decisions. The Chief Executive’s Service also leads on the partnership Economic Recovery Plan, Social Renewal Plan, strategic elements of the Local Housing Strategy, the Local Development Plan and the forthcoming Plan for Net Zero.
- 1.9 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, the Chief Executive’s Service will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

2.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering cross-cutting services. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main areas of work: Policy and Commissioning; Marketing and Communications; Economy and Development; City Deal and Infrastructure.



The Policy & Commissioning Team covers three areas – Partnerships & Inequalities; Strategic & Commercial Procurement; and Strategy, Policy & Insight. The team is responsible for:

- Providing strategic policy support to senior officers, Elected Members and the Corporate Management Team;
- Supporting improved corporate and service level performance and public reporting through robust performance management and effective scrutiny;
- Working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- Co-ordinating the Council's approach, working with partners, to tackle inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty, Alcohol and Drugs and Social Renewal programmes;
- Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits;
- Leading the Council's corporate and community planning processes;
- Providing a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council; and

- Leading on the development of major initiatives such as the establishment of an Alcohol and Drugs Commission and the Climate Emergency.

The Communications and Marketing team have five sections – Communications; Marketing; Events; Future Paisley Cultural Regeneration and Fundraising. They are responsible for:

- Managing the Council’s reputation and brand and placing meaningful communication with local people, partners and the media at the heart of its day-to-day business;
- Supporting employee engagement through effective recognition of achievements and the promotion of our shared organisational values;
- Delivering high quality marketing campaigns to position Renfrewshire positively in digital and traditional media, raise awareness of Council services and policy changes and promote positive behavioural change leading to improved lives;
- Delivering an annual programme of major events that attract visitors, deliver positive economic impact, create volunteering opportunities and increase cultural participation;
- Promoting Renfrewshire’s story to local, UK and international audiences and promote Renfrewshire UK-wide as a place to live, work, invest and visit;
- Delivering the fundraising strategy and capital appeal to develop Paisley Museum; and
- Leading on Future Paisley, a wide-ranging programme of activity and investment which seeks to build on Paisley’s cultural heritage as a tool for regeneration and strengthening communities.

The Economy and Development Team cover two main service areas – Planning and Development, and Economy and Regeneration. The team is responsible for:

- Leading on the Local Development Plan;
- Providing a planning and building and development standards service to local residents;
- Leading on employability for Renfrewshire and supporting unemployed people into work;
- Delivering a programme of support to Renfrewshire’s business community to support economic growth and an increase in local jobs;
- Supporting new business start-ups across Renfrewshire and promoting enterprise; and
- Supporting delivery of the Renfrewshire economic strategy and action plan with assistance from the Renfrewshire economic leadership panel Representing the

Council on various groups leading on transport, economy, enterprise and skills at Glasgow City Region and national level.

The City Deal and Infrastructure Team are responsible for delivering a number of large-scale projects across Renfrewshire, including those which are part of the Glasgow City Region City Deal programme. The team is responsible for:

- Leading on the delivery of the Glasgow Airport Investment Area (GAIA) and the Clyde Waterfront and Renfrew Riverside project, both of which will improve transport links and support economic regeneration in Renfrewshire;
- Leading on the delivery of the Advanced Manufacturing Innovation District Scotland (AMIDS) and the AMIDS South development;
- Delivering the Cultural Infrastructure Programme which includes major capital investments at Paisley Museum (with One Ren), Paisley Town Hall, Paisley Arts Centre, the new Paisley Learning and Cultural Hub on High Street; and
- Delivering a range of town centre and heritage-led regeneration projects across Renfrewshire, including the Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project.

3. Overview of Achievements 2021/22

3.1 As part of the Council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report details the achievements of the Chief Executive's service during 2021/22 and sets out progress against actions and performance targets.

3.2 As well as continuing to deliver core services throughout 2021/22, the Chief Executive's service responded flexibly to additional responsibilities arising from the pandemic and continued to deliver on major strategic projects. Progress to highlight includes:

- Significant progress on the delivery of large infrastructure projects, such as the AMIDS site at Inchinnan, Paisley Museum and Paisley Town Hall;
- Working with partners on regeneration and investment programmes across Renfrewshire, such as the refurbishment of Johnstone Police Station;
- Progressing the Council's ambitions to be Net Zero by 2030, carrying out a climate survey and establishing Renfrewshire Climate Panel;
- Implementing the recommendations of Renfrewshire's Alcohol and Drugs Commission, an action plan for which is now being progressed;
- Supporting 486 registered clients and an estimated 200 unregistered people into employment;
- Delivering destination marketing and a successful local and visitor events programme generating 789 participation opportunities and attracting 63,630 attendees;
- Supporting communities through Neighbourhood Hubs and through delivery of our Social Renewal Plan, delivering actions which focused on supporting people experiencing financial insecurity, particularly in relation to food and fuel insecurity; and
- Working with businesses to manage the supply chain challenges arising from external factors.

4. Our Strategic Context

National policy context

- 4.1 The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the National COVID Recovery Strategy. As the recovery progresses, the Council will work with employees, residents and partners to identify new ways of working which best meet the needs of our people and our communities.
- 4.2 The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding and will be allocated to local authorities according to a funding formula. More detail on this is expected over the next few months.
- 4.3 One of our approaches to tackling poverty has been to support people into employment. From April 2022, employability partnerships will implement the next phase of No-One Left Behind, the national framework focused on putting inclusiveness and equalities at the heart of employability, and tackling the impact of Covid-19 on Scotland's economy.
- 4.4 The provisions of the Planning (Scotland) Act 2019 and the associated draft National Planning Framework 4 create a single set of policies and guidance to govern planning policies and procedures. This includes a new spatial strategy for Scotland which encompasses climate change, biodiversity, building a wellbeing economy and creating sustainable places.
- 4.5 The Scottish Government has set one of the most ambitious Net Zero targets globally, to have net zero emissions of all greenhouse gases by 2045. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets this legally binding

target, as well as amending the interim targets, requiring a 75% reduction by 2030 and 90% reduction by 2040.

- 4.6 The service also leads on community planning, community asset transfers and participatory budgeting, all key strands of the Community Empowerment (Scotland) Act 2015. The Community Empowerment Fund supports groups with developing capacity to apply for a community asset transfer and progress these applications. The seven Local Partnerships are another mechanism by which the council supports partnerships between services and local communities. During the next year, we will be progressing our participatory budgeting (PB) programme to deliver on the target of allocating 1% of council revenue expenditure via PB.
- 4.7 The Chief Executive's service leads on issues relating to poverty and produces the statutory annual child poverty report. The service has led the Council's Tackling Poverty programme and will now develop this into the Fairer Renfrewshire programme, bringing together work under the Social Renewal Programme and the Alcohol and Drugs Commission under one banner or umbrella of activity. A key area of focus currently is the cost of living crisis and on continuing to work with partners in the public and third sectors to address food and fuel poverty.
- 4.8 COSLA and the Scottish Government are working in partnership with Councils and other public bodies to develop a trauma-informed and trauma-responsive workforce. The aim is to ensure that services are delivered in ways that prevent further harm to those who have already experienced psychological trauma and/or adversity in their lives. The Chief Executive's Service leads this for Renfrewshire Council and the role of trauma champions is to promote a consistent and joined-up multi-agency local approach to responding to trauma.
- 4.9 UK-wide resettlement activity impacts on all Councils in Scotland and there are multiple strands to this. All Councils are part of a National Transfer Scheme that supports unaccompanied asylum-seeking children and many, including Renfrewshire, also participate in refugee schemes. More recently, the war in Ukraine has resulted in many UK residents offering their homes to people fleeing that conflict. As well as supporting refugees, local authorities have specific duties in relation to vulnerable people such as unaccompanied children or those who have been trafficked. The UK Government has recently announced that it will be widening its asylum dispersal programme across the UK and that may have future implications.

Local policy context

- 4.10 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.
- 4.11 The pandemic exacerbated existing inequalities and as part of the Council's work to determine appropriate responses, a community impact assessment was undertaken. That resulted in the production of a Social Renewal Plan which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The Council continues to seek views on these issues through consultation exercises and our Public Services Panel and will revise the assessment to ensure a clear understanding of how residents are impacted and that actions continue to meet current needs. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.
- 4.12 Renfrewshire Council is one of the eight Glasgow City Region councils and part of the Glasgow City Deal programme. Renfrewshire leads on two major infrastructure projects – the Glasgow Airport Investment Area and the Clyde Waterfront and Renfrew Riverside programme.
- 4.13 The Future Paisley programme, paused at the start of the pandemic, is entering its fifth year, drawing on the rich heritage and cultural strengths of Paisley and wider Renfrewshire for social and economic change. It combines targeted, sustainable investment in cultural infrastructure and activity with the embedding of culture in public policy and across council services from health and social care to education and housing. It aims to increase community prosperity and wellbeing, create a vibrant town centre and help build a sustainable cultural sector. It is also radically changing Paisley's image. Over 30 projects, activities, partnerships and events are helping local people to access cultural experiences that can positively change their lives.
- 4.14 Renfrewshire Council declared a climate emergency in 2019 and set a target of achieving net zero carbon emissions in Renfrewshire by 2030. Work continues to progress towards this, with a Plan for Net Zero currently being developed which will map out the journey for the organisation and the area to achieve this

challenging target. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3000 for localised initiatives which meet their community's needs and align to the Council's drive towards net zero.

- 4.15 Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has considerable implications for council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.
- 4.16 The Council's transformation programme was paused at the start of the pandemic and whilst some service changes already agreed were able to be implemented, new phases of transformation will start during 2022.
- 4.17 All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every Council term (i.e. every five years). Renfrewshire's last inspection was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the council and each year, Audit Scotland publish an overview report detailing progress against the audit as well as scrutiny of council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of councils.
- 4.18 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to corporate and strategic risks, where senior officers in the Chief Executive's service are owners or joint owners of the risks are shown below.

Risks	Evaluations
Our strategic risks	
Economy	Very High
Unemployment	Very High
Reducing Inequalities in Renfrewshire	Very High
Climate, Sustainability and Adaptability	High

- 4.19 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups. A national consultation on the Public Sector Equality Duty is currently underway.
- 4.20 In 2020, Council approved a new Internal Communication and Engagement Strategy and a new People Strategy. Combining to focus on three priority areas – health and wellbeing, new ways of working, and staff communication and engagement. The Council’s workforce has shown considerable resilience over the last two years and no service was left unchanged during the pandemic. Our staff adapted quickly to the necessary changes, whether it was a change in how frontline delivery was handled, adopting new ways of communicating with our customers, or switching to full-time working from home. As the country emerges from the pandemic, the Council, like other organisations, will seek to build on the new ways of working and find an approach which delivers the best possible service for residents whilst promoting a healthy work-life balance for staff.
- 4.21 Workforce planning is a challenge within the Chief Executive’s Service due to nationwide issues with recruitment and retention in specific sectors, particularly in planning and development services and procurement. The service is currently reviewing the approach to workforce planning and skills development in these areas in order to attract and retain staff to relevant roles.
- 4.22 The Council has a set of values which shape the way our staff interact with colleagues, with local communities, with partner organisations and with all stakeholders. The organisational changes which will be delivered as part of this Service Improvement Plan (see Section 5.5) are aligned to one of the four values, which are:

- We are **fair**, we treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
- We are **helpful**, we care about getting things right and are always approachable.
- We are great **collaborators**; we work as one team and with people who care about this place.
- We value **learning** to help us innovate, improve and deliver better services.

4.23 Partnership working across the Council and beyond is vital to the delivery of services to Renfrewshire's communities. The Chief Executive chairs Renfrewshire's Community Planning Executive Group. The Chief Executive's Service works with many different partners across the public, private and third sectors including: Engage Renfrewshire, West College Scotland, the University of the West of Scotland, local Credit Unions, Renfrewshire Chamber of Commerce, Scottish Enterprise, Scottish Government, Skills Development Scotland, and Visit Scotland. The Chief Executive's Service also leads on developing Strategic Partnership Agreements with key third sector organisations delivering major projects in the area.

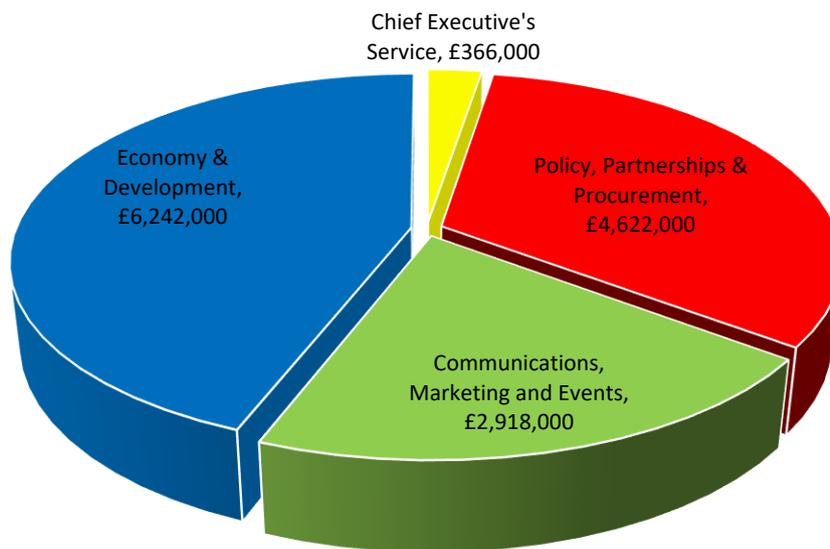
Our Finances

- 4.24 All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes. Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.
- 4.25 However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.
- 4.26 Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved

for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

4.27 Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

Gross budget, by service area, 2022/23



5. Our Strategic Priorities

5.1 As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.

5.2 Strategic Priority: Place

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	Engaging with key partners in the public, academic and private sectors to continue progress on delivery of a high-quality advanced manufacturing innovation district (AMIDS) which aims to deliver thousands of new jobs. Establish a JV Partnership with a development company to aid financial and physical delivery of AMIDS.	Programme Director - City Deal and Infrastructure	31 March 2023
Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements and Medicine Manufacturing Innovation Centre (MMIC) delivery.	Engaging with key partners in the public and academic sectors to ensure NMIS and MMIC are established and operational timeously	Programme Director - City Deal and Infrastructure	31 March 2023
Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents	Programme Director - City Deal and Infrastructure	31 March 2025
Participate in and Monitor progression of the Clyde Metro in partnership with GCC, TS and other stakeholders.	Sustainable links to AMIDS, Glasgow Airport, Gilmour Street Train Station, Renfrew and Braehead will enhance economic potential and reduce carbon.	Programme Director - City Deal and Infrastructure	31 March 2025
Progressing the AMIDS South project to maintain the programme requirements of the UK Government Levelling Up Fund award.	Social and economic regeneration improvements within Paisley North Area and improved enabling infrastructure	Programme Director - City Deal and Infrastructure	31 December 2023
Establish a programme of engagement work with communities on the Community Benefits that might be derived from the Council's procurement activity.	This approach will ensure that Community Benefits delivered under the category of "Community	Strategic Procurement Manager	31 March 2023

	Engagement” are meaningful, accessible and fair to all community groups. Local community groups can set out what Community Benefits their communities would like to be delivered.		
Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend	Increasing local procurement spend supports local job creation and the sustainability of local businesses. It contributes to community wealth building and post-pandemic economic recovery.	Strategic Procurement Manager	31 March 2024
Maximise funding for regeneration of Renfrewshire’s places through grant submissions to external sources including UK and Scottish Governments.	Significant funding is currently available to deliver and/or add value to regeneration projects. Accessing external funds is essential to the delivery of our capital programmes.	Regeneration Manager	31 March 2023
Develop a Strategic Property Review of Council operational, non-operational and surplus assets	Optimal and productive use of property for the operational purposes of the Council and for the economic and community development of Renfrewshire’s places is key to the efficiency of the Council delivering its services and for local development.	Principal Assets and Estates Surveyor	31 March 2023
Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 20162026.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	Regeneration and Place Manager	31 March 2023
Proactively work with property owners to bring some of the area’s most valued assets back into use	This work will link with the town centre strategies to protect, enhance and return to use key assets	Regeneration and Place Manager	31 March 2023
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate	There is increasing, evidence that walking and cycling can play a very significant role in	Regeneration and Place Manager	31 March 2025

benefits to biodiversity, air quality and access	optimising the contribution of transport to economic performance, including areas such as reducing congestion, quality of life and retail vitality, and reduced absenteeism as a result of a		
Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.	We will evidence the impact of the Future Paisley programme in achieving our 15 strategic outcomes and 5 step changes, so that future funding decisions can be informed on the basis of projects delivering greatest positive impact for local people and the cultural sector.	Head of Marketing and Communications	31 March 2024
Expand destination marketing to promote Renfrewshire as a visitor and investment destination, maximising audience and product intelligence and ensuring brand relevance for all of Renfrewshire.	Visitor marketing will be aligned with the new tourism strategy, incorporating rural and urban attractions. We will increase visitors to Renfrewshire and attract investment to the area, promoting local and regional economic growth, supporting regeneration and generating jobs for local people.	Marketing Manager	31 December 2023
Lead development of a new event strategy for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities.	Our annual events programme will take place across Renfrewshire and will continue to support sector restart, promote local and regional economic growth and help address visitor seasonality. In addition, we will examine the impact of events on civic pride, community cohesion and wellness.	Events Manager	31 December 2023
Successfully delivery the Capital Appeal for Paisley Museum Reimagined Ltd.	We will raise 3.5m to support the transformation of Paisley Museum.	Fundraising Manager	31 March 2024

Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate	Apprenticeships offer the opportunity to enhance Renfrewshire's work-based learning system and reduce unemployment.	Economic Development Manager	31 March 2023
Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	Support with supply chain development opportunities can enable larger contractors to reduce costs in finding appropriate, high quality and local suppliers.	Head of Economy and Development	31 December 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly and Annual	2021/22	272	320		320	320	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of local businesses registered on Public Contracts Scotland	Annual	New for 2022/23; baseline to be established.						
Number of local businesses bidding for work on Public Contracts Scotland	Annual	New for 2022/23; baseline to be established.						
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of properties on Buildings at Risk Register	Quarterly and Annual	2021/22	27	42		27	25	23
Amount of land brought forward for re-use and	Annual	2021/22	28	20		20	20	20

development contributing to economic activity and enhancing the built and natural environment								
Fundraising Income Target	Annual	2021/22	185,000	500,000		500,000	500,000	500,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly and Annual	2021/22	371,061,673	125,000,000		200,000,000	200,000,000	200,000,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley is destination brand	Quarterly and Annual	2021/22	314,041,621	240,000,000		280,000,000	280,000,000	280,000,000
Affordable housing completions	Annual	2021/22	170	243		Target will be confirmed and reported on in mid-year report.		
Private housing completions	Annual	2020/21	751	500		Target will be confirmed and reported on in mid-year report.		
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	2021/22	53.4	95		95	95	95
The proportion of operational accommodation in satisfactory condition.	Annual	2020/21	N/A	94%		94%	95%	95%
The proportion of operational accommodation that is suitable for its current use.	Annual	2020/21	N/A	96%		96%	95%	95%
% of procurement spend spent on local enterprises	Annual	2020/21	19.3%	Target will be developed and reported on in mid-year report.				

5.3 Strategic Priority: People

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the new Fairer Renfrewshire programme	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	Strategic Partnerships and Inequalities Manager	31 March 2025
Develop and implement the action plan for the Trauma-Informed and Responsive Renfrewshire Programme.	Alcohol and drug use can have major consequences for individuals and communities. A recovery-led approach which recognises the trauma caused by alcohol and drug use can be effective in reducing individual and societal harms.	Head of Policy and Commissioning	31 March 2024
Deliver the Stigma/Language Matters campaign in Renfrewshire	Tackling the stigma surrounding harmful alcohol and drug use can support recovery.	Head of Policy and Commissioning / Head of Marketing and Communications	31 March 2024
Progress the next phase of Local Partnerships development	Communities are supported to feel empowered and able to contribute to local decision-making.	Strategic Partnerships and Inequalities Manager	31 March 2023
Deliver a framework that ensures that 1% of council spend is now determined through participatory budgeting.	Communities will feel more empowered and involved. A proportion of council spend directly reflects the priorities identified by local community members.	Strategic Partnerships and Inequalities Manager	31 March 2023
Develop and implement targeted interventions to supporting communities through the cost of living crisis, with a particular focus on food and fuel insecurity	People most impacted by rising prices will be supported to access affordable products, to maximise their incomes, and to improve their wellbeing.	Strategic Partnerships and Inequalities Manager	31 March 2023
Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area.	Policies will be developed in partnership with those directly affected, and therefore be designed with	Strategic Partnerships and Inequalities Manager	31 March 2024

	a greater understanding of individual experiences.		
Undertake a recommissioning exercise for the provision of independent advice services in Renfrewshire.	Access to high-quality advice services (including money advice) helps build resilience in communities and widens access to specialist information and advice.	Strategic Partnerships and Inequalities Manager	31 March 2023
Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.	Poverty has a persistent and pervasive impact on communities and individuals and it is important to understand the impact of policies to tackle poverty and use that learning to inform future policy, so that the maximum number of people can be helped.	Strategic Partnerships and Inequalities Manager	30 September 2023
Support local strategic activities which facilitate the integration refugees and asylum seekers across Renfrewshire.	Renfrewshire is a more diverse and inclusive area. New Scots feel welcome.	Head of Policy and Commissioning	31 March 2023
Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses	The employability of those currently unemployed or who potentially face unemployment is addressed through reskilling and retraining, and improved access to opportunities.	Economic Development Manager	31 March 2023
Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power.	Employment is one means of tackling poverty which in turn supports better health and wellbeing.	Economic Development Manager	31 March 2024
Launch a new council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the council across digital platforms.	We will build trust with local people and improve our responsiveness. Services will be easier to access, people will feel more connected to the council and will have a greater understanding of our functions, priorities and the services we deliver.	Communications and Public Affairs Manager	31 October 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	2021/22	859	1,100		1,100	1,100	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	2021/22	686	350		350	370	400
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	Annual	2021/22	221	180		180	200	220
Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	2021/22	0	6		6	6	6
Measure of civic pride relating to events	Annual	New for 2022/23 – baseline to be established						
Number of people participating in the events programme, digitally or in person	Quarterly and Annual	2021/22	789	300		300	1500	1500
Number of people performing in the events programme, digital or live performance	Quarterly and Annual	2021/22	307	100		150	250	250

Number of volunteers supporting the development and delivery of the events	Quarterly and Annual	2021/22	8	15		15	350	350
Number of people viewing or attending the events programme	Quarterly and Annual	2021/22	63,630	65,000		65,000	85,000	85,000

5.4: Strategic Priority: Sustainability

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Complete the District Heating Network at AMIDS, with supplies to NMIS and MMIC.	This will contribute to Renfrewshire's Net Zero ambitions and will also act as a demonstrator site to show the value of sustainable energy projects.	Programme Director - City Deal and Infrastructure	31 March 2023
Develop the first stage of Renfrewshire's Plan for Net Zero	Working together with communities and partner organisations we can support the transition to a net zero society, ensuring we contribute to reducing and mitigating the impact of climate change. As a large public sector organisation, the council has a duty to lead by example and to influence others.	Strategy, Policy & Insight Manager	31 December 2022
Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.	Working together with other services we can support the reduction of emissions, waste and consumption by challenging usage, taking an innovative approach to specification, better utilising technological solutions and promoting the circular economy.	Strategic Procurement Manager	31 March 2025
Implement a plan for managing supply chain disruption arising from external events	The council will have greater resilience.	Strategic Procurement Manager	31 March 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
Number of local businesses working with the Council to progress the Net Zero agenda (NEW)	Quarterly and Annual							

Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants (NEW)	Quarterly and Annual	New for 2022/23; baseline to be established.
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5.5: Strategic Priority: Living our Values

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Undertake a corporate self-assessment exercise in line with revised best value audit methodology	Key aspects of governance are strengthened, and an improvement focus remains central to the plans and strategies of the council. We collaborate.	Strategy, Policy & Insight Manager	31 March 2023
Review and refresh the Council's performance management framework	Robust performance mgmt. arrangements in place which support effective scrutiny and decision making. We value learning.	Strategy, Policy & Insight Manager	31 March 2023
Lead implementation of the council brand, prioritising tone of voice, inclusive communications and audience insights	Citizen's trust and value the council and we are able to attract and retain talent. We are fair.	Head of Marketing and Communications	31 March 2025
Deliver the Digital Experience Project, transforming the council's public presence across all platforms.	Services become easier to access, people feel more connected to the council and have a greater understanding of its functions, its priorities and what it delivers.	Head of Marketing and Communications	31 March 2025
Lead implementation of strategic communications to support the council's financial strategy	Local people, communities and partners are aware of the financial challenges facing public services and understand how the council is planning for the future. We are helpful.	Head of Marketing and Communications	31 March 2023
Undertake a workforce planning exercise across procurement to address challenges in recruitment and retention	This will build capacity and resilience and support us being an employer of choice in this profession. We value learning.	Strategic Procurement Manager	31 March 2023
Undertake CIPS self-assessment activity.	This provides assurance that the team continues to deliver a high-quality service and retains a focus on continuous improvement. We value learning.	Strategic Procurement Manager	31 March 2023

Ensure a service-wide focus on absence - supporting managers with training, embedding policies and supporting the health and wellbeing of employees.	We are working with our colleagues in HR and OD to develop and implement further measures to proactively manage absences and support staff health and wellbeing as part of the new People Strategy. We are fair.	Senior Management Team	31 December 2023
Implement the Council's People Strategy across the service, with a particular focus on employee wellbeing.	Staff are one of the council's most valuable assets. Supporting them not only makes Renfrewshire Council a good place to work, it helps build resilience and support future planning. We are fair.	Senior Management Team	31 December 2022
Enhance staff engagement through internal communications, providing equity of access to information and developing communication as a core management skill.	Employees easily access information important to their working lives. Our people are 'first to know' about changes at work. Employee benefits are well understood, and staff know how to access wellbeing services and support. Managers at all levels are supported to confident communicators. This contributes to an engaged workforce. We are fair.	Corporate Communications and Public Affairs Manager	31 March 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly and Annual	2021/22	77%	100%		85%	85%	85%
% of frontline resolution complaints responded	Quarterly and Annual	2021/22	46%	100%		85%	85%	85%

to within timescales agreed with customer (Chief Executive's)								
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly and Annual	2021/22	4.26	6.5		6.5	6.5	6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly and Annual	2021/22	93.5%	100%		100%	100%	100%
Time to issue a building warrant or amendment to warrant from receipt of application (days)*	Quarterly and Annual	2021/22	101.2	60		60	60	60
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly and Annual	2021/22	60.1	90		90	90	90
Average Time for processing Planning Applications (Householder)	Quarterly and Annual	Q2 2021/22	6.7	8		8	8	8
Number of people engaging with the Council's digital channels (not including website).	Quarterly and Annual	2021/22	64,822	56,800		60,000	62,000	63,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly and Annual	2021/22	371,061,673	125,000,000		200,000,000	210,000,000	220,000,000
% of staff who feel that the information they receive from internal communications is helpful	Annual	2021/22	85%	85%		85%	85%	85%

5.6 Additional Management Information

As well as actions and performance measures, the Chief Executive's Service will monitor data trends for some operational elements of the service, including some which are part of the Local Government Benchmarking Framework (LGBF).

Performance Indicator	Frequency	Last update	Current Value
Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest	Annual	December 2020	21.2%
Percentage of respondents who have felt lonely some, all or most of the time	Annual	December 2020	47%
Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood	Annual	December 2020	49%
Percentage of respondents who agree this is a neighbourhood where people are kind to each other	Annual	December 2020	72%
Application Approval Rate	Biannual	Q2 2021/22	97.1%
Percentage of applications dealt with under delegated authority	Biannual	Q2 2021/22	98.5%
Cost of Economic Development & Tourism per 1,000 population (LGBF)	Annual	2020/21	£109,426
Proportion of people earning less than the living wage (LGBF)	Annual	2020/21	21.60%
Proportion of properties receiving superfast broadband (LGBF)	Annual	2020/21	96.50%
Town Vacancy Rates (LGBF)	Annual	2020/21	11.72%
Gross Value Added (GVA) per capita (LGBF)	Annual	2020/21	n/a
Claimant Count as a % of Working Age Population (LGBF)	Annual	2020/21	6.30%
Claimant Count as a % of 16-24 Population (LGBF)	Annual	2020/21	7.77%
Cost per planning application (LGBF)	Annual	2020/21	£5,278
Average time per business and industry planning application (weeks) (LGBF)	Annual	2020/21	9.88
Number of business gateway start-ups per 10,000 population (LGBF)	Annual	2020/21	4.91
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan (LGBF)	Annual	2020/21	98.05%
CO2 emissions area wide per capita	Annual	2019/20	4.84

CO2 emissions are wide: emissions within scope of LA per capita	Annual	2019/20	4.09
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**CHIEF EXECUTIVE'S SERVICE
SERVICE DELIVERY PLAN 2021/22
OUTTURN REPORT**

1. Introduction

- 1.1. As part of the council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021. These primarily focused on the actions necessary to manage the response and the recovery from the pandemic whilst still seeking to deliver longer-term strategic priorities wherever

possible. This outturn report details the achievements of Chief Executive's Service during 2021/22 and sets out progress against actions and performance targets.

- 1.2. The country is now moving into the next phase of the pandemic, with restrictions easing. The Council, like other organisations, is now working towards a 'new normal' and continuing to support and promote recovery from the impact of the pandemic whilst also driving forward its strategic objectives and responding to new challenges that have arisen through the cost of living crisis and the Ukraine war. This is reflected in the new Service Improvement Plan for 2022/23 to 2024/25, which is also being presented to this Board.

2. Background

- 2.1. The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering a range of strategic services and projects. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main areas of work: Policy and Commissioning; Marketing and Communications; Economy and Development; City Deal and Infrastructure.
- 2.2. The Service delivers a range of provisions and activities, such as:
 - Delivering a number of large-scale projects across Renfrewshire;
 - Delivering on Renfrewshire's City Deal projects, including manufacturing sites of national importance;
 - Supporting delivery of the Renfrewshire economic strategy and action plan with assistance from the Renfrewshire Economic Leadership Panel;
 - Delivering a programme of support to Renfrewshire's business community to support economic growth and an increase in local jobs;
 - Leading on employability for Renfrewshire and supporting unemployed people into work, including those which are part of the Glasgow City Region City Deal programme;
 - Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits;
 - Leading on Future Paisley, the council's far reaching cultural regeneration programme – a legacy from Paisley's bid for UK City of Culture;
 - Delivering on major cultural infrastructure projects including the new Paisley Learning and Culture Hub and the redeveloped Paisley Museum;
 - Operating Paisley Museum Reimagined Ltd, a registered Charity established to deliver the capital appeal for Paisley Museum;

- Delivering an annual programme of major events that attract visitors, deliver positive economic impact, and increase cultural participation;
- Promoting Renfrewshire as a place to live, work and visit;
- Co-ordinating the Council's approach and working with partners to tackle inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty and Social Renewal programmes;
- Working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- Leading on the development of major initiatives such as the establishment of an Alcohol and Drugs Commission, and addressing the Climate Emergency;
- Managing the council's reputation through media, marketing and crisis management; and
- Internal communications and staff engagement.

3. Key Achievements 2021/22

3.1. As well as continuing to deliver core services throughout 2021/22, the Chief Executive's service responded flexibly to additional responsibilities arising from the pandemic and continued to deliver on major strategic projects. Progress to highlight includes:

- Significant progress on the delivery of large infrastructure projects, such as the AMIDS site at Inchinnan, Paisley Museum and Paisley Town Hall;
- Working with partners on regeneration and investment programmes across Renfrewshire, such as the refurbishment of Johnstone Police Station;
- Progressing the Council's ambitions to be Net Zero by 2030, carrying out a climate survey and establishing Renfrewshire Climate Panel;
- Implementing the recommendations of Renfrewshire's Alcohol and Drugs Commission, an action plan for which is under development;
- Supporting 486 registered clients and an estimated 200 unregistered people into employment;
- Delivering a successful events programme generating 789 participation opportunities and attracting 63,630 attendees, and promoting local outdoor attractions;
- Supporting communities through Neighbourhood Hubs and through delivery of our Social Renewal Plan, providing free prescription and food delivery; and
- Working with businesses to manage the supply chain challenges arising from external factors.

- 3.2. The delivery of the AMIDS site at Inchinnan is progressing well, and the two anchor facilities – the National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre (MMIC) – are scheduled to open in 2022. Success in attracting £38.7m of Levelling Up funding from the UK Government (the highest amount awarded to any Scottish bidder) will support the AMIDS South project which in turn will support AMIDS generating benefits for more of Renfrewshire. The large-scale cultural investment capital projects are all well underway and construction should be completed by 2023 on Paisley Museum, Paisley Town Hall and the new Paisley Learning & Cultural Hub. Several prominent buildings in Paisley town centre have benefitted from the TH/CARS2 programme, also delivered by City Deal & Infrastructure.
- 3.3. Regeneration work across our towns has continued, with key initiatives and projects supported by the Economy & Development teams. The refurbishment of Johnstone Police Station led by Active Communities, now Station 7, was completed with grant support from the Council and the Scottish Government. Other developments which are being supported include a new youth theatre hub for PACE and a planning application for the redevelopment of the Paisley Centre.
- 3.4. A new Local Development Plan was adopted in December 2021 and now forms the basis of the consideration of all planning applications across Renfrewshire. It sets out the council's vision for Renfrewshire's economy, environment, towns, heritage and infrastructure over the next 10 years.
- 3.5. The Council's procurement teams are committed to achieving best value for the Council but to ensuring that local communities benefit from Council contracts. During 2021/22, they held sessions to support local businesses to bid for Council contracts as part of a Community Wealth Building approach that seeks to develop local supply chains that are likely to support local employment, local businesses and benefit the Renfrewshire economy. The team has also worked with suppliers, partners and other Council services to manage the supply challenges arising from external factors such as the war in Ukraine and the UK's departure from the EU.
- 3.6. During 2021/22, the fundraising strategy for Paisley Museum continued to attract significant additional sums and to date, £969,000 has been secured. Despite the impact of Covid-19 on donor cultivation, we have continued to make good progress towards the target for Trusts and Foundations and more than half of the £1.5m target has already been secured.

- 3.7. In 2021/22, 43 Future Paisley grants with a total value of £200,000 have been awarded through Renfrewshire's Cultural Recovery and Renewal Fund to support Renfrewshire's cultural sector to adapt to the impact of Covid-19. The fund has protected 10 cultural organisations across Renfrewshire during the pandemic, supported the livelihoods of 24 freelance artists living and working in Renfrewshire, and animated public space with creative installations.
- 3.8. Renfrewshire's events programme was significantly impacted by restrictions due to the pandemic with live events switching to digital, to help connect communities and celebrate moments important to Renfrewshire. In the latter half of 2021 this evolved to include a combination of in-person and online events including The Spree, Paisley Halloween Festival, Christmas celebrations and Remembrance services. The return to live events in winter 2021 attracted over 30,000 visitors and gave a combined economic impact and local spend boost of over £450,000 to the Renfrewshire economy. In addition, the team hosted About Us, the UK opening of Unboxed 2022, attracting an additional 49,000 visitors to Paisley in early March 2022, attracting national media and broadcast. Funding of £133,000 was secured from VisitScotland and EventScotland to support tourism and events recovery.
- 3.9. The Social Renewal Plan that was approved in early 2021 was updated in June 2021 and priority actions for 2021 have been delivered, coordinated by the Partnerships and Inequalities team. This has included an initial allocation of Community Food Funding, support for fuel poverty, hardship payments, winter clothing grants, the establishment of a Fair Work advice service, and a money advice week which took place following the success of the benefit take-up week.
- 3.10. Through the Tackling Poverty programme, the council continues to fund projects such as Families First, morning clubs in schools, Skoobmobile, Street Stuff and the Cost of the School Day Fund.
- 3.11. The Strategy, Policy and Insight team continues to support and implement work to address the recommendations of the Alcohol and Drugs Commission report with £2million of Council allocated funding to support projects. Specific work has taken place in schools as part of the PSE curriculum, and two crisis support projects for adults have been established – one to provide an out-of-hours outreach service and one to offer crisis-based mental health support. The MYLA (My Life Ahead) project was approved by Leadership Board in December 2021 and allocated it £200k of funding to deliver. This housing-led project will provide wraparound support, using many of the elements of Housing First, and is due to start around the end of April/beginning of May.

- 3.12. Between August and September 2021, the Council's Strategy, Policy and Insight team carried out a residents Climate Survey in order to understand the public's knowledge, views and priorities for the climate emergency. Following this, a representative sample of respondents formed Renfrewshire's Climate Panel, to hear a range of views and voices and support the development of Renfrewshire's Plan for Net Zero. The Panel has had 4 cycles to date and further engagement has taken place across stakeholders, including traditionally underrepresented groups, to get everyone involved in the design and delivery of the plan. The Council also committed to a £1million Climate Action Fund, of which £978,000 has been allocated to support 14 projects, including expanding the Council's electric fleet; opportunities for a large-scale solar farm; developing a local response to ensure resilient town centres; net zero business support; community food growing; and a Community Climate Fund to provide awards to community organisations to develop localised green community projects and initiatives.
- 3.13. Work has been progressing to implement the priorities of the Digital Strategy with projects to boost digital skills and promote digital inclusion. The Council has coordinated activity related to the Scottish Government's Connecting Scotland Programme and secured almost 2000 devices to support vulnerable people across Renfrewshire. The Digital Citizen workstream is also progressing well with the establishment of a new Citizen Voices group and proposals being developed for a place-based digital inclusion pilot in partnership with SCVO and a Digital Champion Network in partnership with Libraries.
- 3.14. Phase 1 of the Digital Experience Programme was delivered by Marketing and Communications, to support delivery of a new Council website, which the final phase is progressing in 2022/23. Activity relating to the Digital Strategy will be reported through the Finance & Resources Service Improvement Plan from 2022/23.
- 3.15. Over the past year, recovery from the pandemic has continued to require dedicated marketing and communications support. A new social customer service operation and a new sub-section of the Council website were established to provide updates on measures to tackle pandemic impacts and ongoing support was provided for a range of Council services. To meet the demand for enhanced staff information, the staff section of the public website was expanded, accessible to all staff, with greater use of social media to promote staff messaging. Communications support was provided for NHS Test and protect, including the management of COVID-19 cases in schools and the Government's vaccination and testing programme.

4 Progress against performance measures

- 4.1 The Chief Executive's Service has a total of 43 performance indicators, 30 of which are measured quarterly and 11 of which are measured annually. Twelve indicators are for information only and have no set target.
- 4.2 The Council's Economic Development team continued to support businesses recover from the lockdown measures of the pandemic and two measures were included in the SDP that relate specifically to Covid-19. In 2021/22 the team received applications from 2,750 businesses relating to Covid-19 funding streams and a total of £9,205,650 was awarded in grants and loans to support businesses through recovery.
- 4.3 As highlighted in paragraph 3.8, the events programme in Renfrewshire was greatly impacted by restrictions associated with the pandemic. Despite some additional cancellations, targets for the number of people participating in events, and the number of people performing in events were exceeded. Additionally, the annual target for number of people viewing or attending council events was 65,000 which was narrowly missed with 63,630 attending, which the cancellation of the British Pipebands Championship greatly impacted. This figure excludes the 49,000 visitors who attended About Us 2022 in March, hosted and supported by Renfrewshire Council's Events team.
- 4.4 Renfrewshire's Employability Programme has continued to successfully support local people into employment. In 2021/22 the service supported 859 new registered people, 432 people continued to receive support that were registered the previous year, and around 500 additional people accessed Kickstart opportunities delivered by the Invest in Renfrewshire team. Although the number of new registered clients came in slightly under target, the service exceeded its target of 350 unemployed people moving into paid employment by 96% with 686 clients. It also monitored the number of people supported into employment that sustained work for a period of 6 months, which was 221, exceeding the set target of 180 for the year.
- 4.5 The Council's Tackling Poverty programme has been successful at maximising local household income, building on the 2020/21 amount of £758,675.49 to reach £1,145,918.38 for 2021/22. Partners have built on this work through the Social Renewal programme established in response to COVID 19, with a range of targeted actions being undertaken to support people experiencing financial insecurity in Renfrewshire.

- 4.6 Some indicators did not quite meet the targets set for them in 2021. Building Standards has set targets regarding the time it takes to issue a building warrant or amendment, the time to issue a first report, and the percentage of warrants or amendments issued within 10 days. These were not quite met for 2021/22, which can be partly attributed to vacancies on the team. Performance has however improved from 2020/21, and performance is expected to continue to improve with the new team members that started in March 2022.
- 4.7 Performance related to complaints timescales has been low with only around half within timescale. To address this, CaseViewer refresher training is being delivered in June 2022, and staff will be reminded that more complicated cases should be escalated to investigation to ensure completion within timescale.

Chief Executive's Service Development Plan 2021-2022 Action Plan

Report Type: Actions Report



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

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 01	Coordinate the delivery of business support grants in relation to COVID-19		Economic Development Manager	100%	31-Mar-2022	The Economic Development Team have been administering Scottish Government Grants to businesses since the start of the COVID-19 pandemic. The key grant programmes for Businesses are now complete. The team will continue to deliver a new £2.654M Covid programme for business and economically inactive people this year with support through the Business Development and Employability Teams.
CESDP21 - 01 - 02	Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses		Economic Development Manager	100%	31-Mar-2022	The Renfrewshire youth employment figures have been improving monthly and a recent report from ONS and Scottish Government showed that Renfrewshire had the second highest youth employment rate in Scotland in 2021 at 67.4% (54.9% is Scotland average) and (by a considerable margin) the highest youth employment growth over the last 10 years across Scotland at 21.1% (against a Scotland increase of -0.3%). This shows the level of commitment and work on the youth employment agenda over the years, but particularly the last year.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>The Kickstart scheme has now concluded and was very successful across Renfrewshire. The Council Kickstart Gateway placed young people into 408 roles across Renfrewshire, including 71 at Renfrewshire Council. The Renfrewshire Gateway was one of the largest in Scotland, again showing the commitment locally to support young people into work.</p> <p>The Young Persons Guarantee continues to perform well, and the Local Employability Partnership continue to be held up as best practice across Scotland for partnership working and commitment to improving the opportunities of local unemployed people.</p>
CESDP21 - 01 - 03	Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain		Head of Economy and Development	80%	31-Mar-2022	<p>The creation of a supply chain management programme for manufacturing SMEs is a priority to support economic recovery in Renfrewshire. In progressing this, partners (SE, Chamber, NMIS group and WCS) agreed to create a new a Manufacturing Business Forum.</p> <p>This work continues to progress and will be augmented by a refocus on key growth sectors supporting the Economic Leadership Panel and development of an account management process.</p>
CESDP21 - 01 - 04	Develop a programme to support work-place wellbeing across Renfrewshire companies Work with NMIS (Skills Academy)		Regeneration Manager	100%	31-Mar-2022	<p>The Council, in partnership with Renfrewshire HSCP has delivered a campaign and a bespoke training package to employers aimed at supporting and guiding business owners and managers in their efforts to help employees, particularly in the return-to-the-workplace phase of Covid restrictions. The Renfrewshire Economic Leadership Panel have supported this initiative and ambassadors of the campaign were Renfrewshire Chamber of Commerce, the Federation of Small Businesses, Hillington Park and Braehead.</p>
CESDP21 - 01 - 05	Develop a productivity and innovation programme for Renfrewshire manufacturing companies (aligned to the existing AMCF / Critical Engineer programme)		Head of Economy and Development	40%	31-Mar-2022	<p>In order to establish and agree a delivery mechanism for a productivity and innovation programme, a business survey of local manufacturing companies was developed to raise awareness of NMIS and the Critical Engineer programme.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						The survey has now been completed and discussions are ongoing for next steps in terms of support for the sector.
CESDP21 - 01 - 06	We will ensure that we raise awareness among locally based companies of our proposed procurement across Renfrewshire capital projects and purchase of supplies and services to enhance opportunities for successful bids		Economic Development Manager; Strategic Commercial and Procurement Manager	100%	31-Mar-2022	<p>Our Contracts Register is published online via Renfrewshire Council's webpage. This provides live accurate information relating to the current portfolio of contracts. The Annual Procurement Report includes a section on upcoming opportunities and contact details are provided to allow suppliers to contact relevant members of the team to seek further information.</p> <p>The sustainability test completed at contract strategy stage encourages procurement officers to consider opportunities to engage with local suppliers to deliver the contract both as main contractors and subcontracting opportunities.</p> <p>Procurement and Economic Development continue to work closely to support a Community Wealth Building approach which includes a strong focus on how best to engage with local businesses. A number of local "Meet the Buyer" events have been hosted to highlight opportunities associated with high value strategic contracts, and the teams will work together with the Supplier Development Programme on a series of joint events to be hosted through the summer which will provide positive information to suppliers about contract opportunities and how to tender. More information to businesses will be presented by the Economic Development team at the Renfrewshire Business to Business event later in May (which is always well attended).</p>
CESDP21 - 01 - 07	Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power		Economic Development Manager	100%	31-Mar-2022	<p>The Health Inequalities Group has met regularly and recently provided an update report to the LEP where additional service requirements were identified. These are now being prioritised for future funding, anticipated later this summer.</p> <p>The Employer Recruitment Incentive has now been launched, new disability services have been contracted and are in place, and new initiatives (with funding) are currently being identified.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 08	Targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors		Economic Development Manager	100%	31-Mar-2022	The PACE service completed in April 2022 when funding ended. Those facing redundancy can still receive help and support, but the funded service has now concluded after successfully delivering support during the height of the covid period. Staff involved have been retained and can continue supporting anyone in need (numbers are anticipated as being small).
CESDP21 - 01 - 09	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate		Economic Development Manager	90%	31-Mar-2022	The programme for ERIs has all but completed as has the City Region Chef Academy programme. Work with Education colleagues continues to support the marketing and information around Foundation Apprenticeships and Modern Apprenticeships across Renfrewshire.
CESDP21 - 01 - 10	Create a clearly defined and publicised investment proposition to attract more investment and talent to the area that will see Renfrewshire secure its position as the primary location for manufacturing (research and development) investment in Scotland		Head of Economy and Development	100%	31-Mar-2022	The Marketing and Communications service have completed a new inward investment section on Paisley.is. The marketing team continue to work with Economic Development to create content in relation to growth sectors, property search and a referrals and enquiries process. Council-led marketing activity includes promotion of the Advanced Manufacturing Innovation District Scotland (AMIDS), promotional information for potential investors/locators and the development of a route for referrals and enquiries. AMIDS is being showcased by several national and regional partners including UK Dept of Trade & Industry, Scottish Development International, Scottish Cities Alliance and Invest Glasgow. Further activity included the promotion of the procurement exercise to recruit a Joint Venture partner for AMIDS, support of an SDI-led virtual showcase for investors including promotion online and via trade press. This work is ongoing and will be carried into 2022-23 as the sector growth work develops.
CESDP21 - 01 - 11	Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test		Regeneration Manager	100%	31-Mar-2022	Work has advanced on a number of routes. The Renfrew-Paisley Cycleway is on site; the network around AMIDS is nearing completion with the phase to Inchinnan on site in 2022; LUF funding for new transport

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
	SMART travel solutions and evaluate benefits to biodiversity, air quality and access					infrastructure between AMIDS and Paisley includes extensive active travel provision. In addition, work has been commissioned to identify further phases and designs of active travel infrastructure to economic locations for delivery as funding becomes available.
CESDP21 - 01 - 12	Implement Year 3 action plan as part of the Renfrewshire Visitor Plan		Head of Economy and Development	30%	31-Mar-2022	Business support continued to be critical in the face of changing business landscapes, leveraged though both Renfrewshire Council and via Scottish Enterprise Hotel Support Fund. In addition, the Communications and Marketing service were successful in their application to VisitScotland's Destination Marketing Fund in 2021 and developed a regional promotional campaign running into 2022. As of the Spring 2022 Economic Leadership Panel meeting, it was agreed that a refreshed tourism group should become a strategic sub-group of the Panel, underpinned by a reassessment of the tourism proposition based on stakeholder interviews and analysis. Report due late Spring 2022.
CESDP21 - 01 - 13	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 2016-2026.		Regeneration Manager	50%	31-Mar-2023	The town centre action plan and the Paisley Vision for 2030, published in 2020, is catalysing new potentials for development in the town centre. A planning application for the redevelopment of the Paisley Centre has been approved in March 2022 with the developers intent on formalising development agreements to be on site in 2023. Further discussions on repurposing spaces for new uses are also underway with the owners of the Piazza Centre and the Liberal Club.
CESDP21 - 01 - 14	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project		Programme Director - City Deal and Infrastructure	80%	30 June 2023	The TH/CARS2 project has been extended to June 2023. Seven building repair projects have now completed on site with contracts awarded for a further two projects. The owners of the Liberal club are continuing to develop a grant application working towards a potential site start in September, with Board approval for the project confirmed in February 22. Six shopfront projects have completed, with one shopfront project currently on site and grants allocated for a further four. Ten Small

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						Building Repair grants have been awarded and completed to date. Public Realm works for the High St area pavements opposite the museum have been tendered and approved at Board. The HETE programme of cultural activities will complete in advance of the Building Repair/ Public Realm works and is now drawing to a close after numerous successful heritage-led activities and training events.
CESDP21 - 01 - 15	Proactively work with property owners to bring some of the area's most valued assets back into use		Regeneration Manager	100%	31-Mar-2022	Active progress has been made across several buildings. 2/3 County Place, Paisley refurbishment has been completed; as has the refurbishment of the former Johnstone Police Station with grant support from the Council and Scottish Government; the Leadership Board has approved grant support for the Liberal Club and 5 George Place in Paisley; the Council has secured £800k from Scottish Government for PACE theatre's new youth theatre project. Further work is progressing on priorities such as Forbes Place in Paisley and Renfrew's former police station.
CESDP21 - 01 - 16	Assist delivery of approved Town Centre Capital Grant Fund projects and develop project proposals for new Scottish Government Regeneration Capital Grant Fund *		Head of Economy and Development	100%	30-Sep-2021	The Town Centre Fund programme is complete. This ran in 2020/21 with projects completed by September 2021. All projects and outcomes have been reported to the Leadership Board and Scottish Government. A new Scottish Government scheme, the Place Based Investment Fund, is now being rolled out with projects across all Renfrewshire's town centres being promoted, as well as actions from the Making of Ferguslie Park plan. Further projects are anticipated from work being finalised in early 2022 on active travel and climate change adaptation/resilience in town centres. Funding from RCGF has been secured for PACE Theatre (Phase 2 of its 3-phase programme) as well as enhanced grants for the Paisley Cultural and Learning Hub and the Paisley Museum project.
CESDP21 - 01 - 17	Review and development of the Heritage Asset Strategy for Renfrewshire **		Head of Economy and Development	100%	31-Mar-2022	The Great Place Scheme substantively concluded in March 2022 with only one or two training programmes and the completion of the project's evaluation being continued until June 2022.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						Key funders for this work and any other heritage led regeneration activity are HES and NLHF, both have reviewed and refreshed their grant schemes from 2022 with work being progressed by the Regeneration and Place team to determine future priorities.
CESDP21 - 01 - 18	Deliver the strategies within the current Local Development Plan (LDP)		Head of Economy and Development	100%	31-Mar-2021	The Local Development Plan was adopted on 15th December 2021 and now forms the basis of the consideration of all planning applications across Renfrewshire. The strategies and policies can be seen in the determination of planning applications.
CESDP21 - 01 - 19	Develop the new LDP 2		Head of Economy and Development	100%	31-Dec-2021	The Local Development Plan was adopted on 15th December 2021.
CESDP21 - 01 - 20	Progress the relevant workstreams of the Digital Strategy including work on smart data, and digital participation		Head of Policy & Commissioning	100%	31-Mar-2022	The Service is leading on a number of workstreams. In terms of the smart data workstream, work is currently underway to map the use of data across the Council and to identify early opportunities to progress our approach to data management and analysis. The Digital Citizen workstream is progressing well with the establishment of a new Citizen Voices group and proposals being developed include a place based digital inclusion pilot in partnership with SCVO including the set-up of a Digital Champion Network in partnership with Libraries. Free Online Safety Ambassador training has been offered out to the community and staff in partnership with GetSafeOnline. The service is a part of the Digital Skills and Leadership workstream working towards upskilling our workforce with plans to provide more digital skills training, self-serve resources online and recruit staff digital champions. The service also co-ordinates all activities relating to the Connecting Scotland programme with almost 2000 devices secured to date to support vulnerable people living across communities. The long established DigiRen network continues to meet bimonthly sharing resources and learning co-chaired by the service and the CEO of Engage. We are one of 6 delivery partners in the recently

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						awarded Life Changes Legacy Funding for Digital Skills for Care Experienced people.
CESDP21 - 01 - 21	Implement Year 4 of the destination marketing plan		Marketing Manager	100%	31-Mar-2022	Destination activity this year has focused on supporting sector restart and encouraging people to visit and spend money in Renfrewshire, managed in line with Government restrictions as Scotland moved through restriction levels. Activity since December 2021 has focused on implementing the promotional plan for the VisitScotland Destination and Sector Marketing Fund (£40,000). The campaign aim was to encourage visits and generate visitor spend in Paisley Town Centre and was targeted at people outwith Renfrewshire. Implementation included: paid-for advertising campaign, four paid-for social media campaigns, two high profile influencers visits, the creation of a music film and the Paisley.is calling film. Based on our success, a further £16K was awarded by VisitScotland which will continue the activity until August 2022. The results to date include 5.8m marketing OTSH (opportunities to see or hear something positive about Renfrewshire) for media buy and social ads and 7918 pages views on Paisley.is across 6734 users. In addition, the following has been successfully implemented: Paisley.is sponsorship of the Rocco Awards, further development of Paisley.is, regional marketing for Spree and Halloween and support for local events. Planning for a regional summer visitor campaign has been completed including development of priority audience profiles, brand propositions and campaign creative. The campaign will launch in June 2022. In addition, the Invest section of Paisley.is has been redeveloped to help drive marketing of AMIDs and promote Renfrewshire's investment potential. This has been further supported by partnership marketing and media.
CESDP21 - 01 - 22	Deliver a Covid secure events programme that supports sector restart		Events Manager	100%	31-Mar-2022	Renfrewshire's major events programme was significantly impacted by the Covid-19 pandemic. A digital programme was designed to celebrate live events whilst restrictions around gatherings was still in place.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>As restrictions eased, a hybrid programme was designed and delivered for events (autumn/winter 2021) with a combination of in-person and online events Sma' Shot Day, The Spree Festival, Paisley Halloween Festival, Christmas celebrations and Remembrance services.</p> <p>In-person events delivered in the winter season of 2021 attracted over 30,000 visitors and gave a combined economic impact and local spend boost of over £450k to the Renfrewshire economy.</p> <p>Throughout the pandemic the team has worked with Event Scotland to ensure Renfrewshire led the event sector restart. The Council programme was awarded three rounds of funding totalling £77.4k for Paisley Halloween Festival and The Spree Festival, the funding supported both design and delivery of hybrid in-person and digital programming and the additional costs for covid hygiene and safety measures.</p> <p>A new interim events strategy was developed and approved at Leadership Board in February 2022. The strategy seeks to continue the rebuild of the live major events programming whilst recognising Covid will continue to have an impact on the industry and how events are delivered. The 2-year plan is to develop programming over longer time periods across wider Renfrewshire and move away from one day mass gathering types of events delivered pre-covid.</p> <p>The strategy will seek to develop a programming framework, that will rebuild audience numbers achieved pre-Covid.</p>
CESDP21 - 01 - 23	Deliver Fundraising Strategy for Paisley Museum		Head of Marketing, Communications and Events	75%	31-Mar-2022	<p>The campaign to target HNWI was paused in May 2020 due to covid restrictions and this reduced the ability to cultivate major gift donations. Work in this area restarted in January 2022.</p> <p>Despite the impact of Covid-19 on HNW donor cultivation, we have continued to make good progress towards the target for Trusts and Foundations with a total of £881,000 being secured against the original £1.5m target. There are currently 5 mid-level funding applications</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>pending and a pipeline of grant applications has been scheduled for the remainder of 2022.</p> <p>Following the relaxation of covid restrictions, three site visits took place resulting in the following:</p> <ul style="list-style-type: none"> • May 2021 – £100,000 pledge (Trust and Foundation) • June 2021: £30,000 pledge (Coats PLC) • March 2022: The Hugh Fraser Foundation adding £50,000 to their initial pledge of £200,000 <p>To-date, Paisley Museum Reimagined Ltd has raised a total of £969,000 in secured and pledged income, with £185,000 of this being raised in 2021/22.</p>
CESDP21 - 01 - 24	Lead delivery of cultural regeneration through Future Paisley		Head of Marketing, Communications and Events	100%	31-Mar-2022	<p>The Future Paisley programme was restructured to align with the council's cultural infrastructure programme, maintaining programme activity to April 2024. 2021/22 saw the restart of many projects that were paused or reformatted due to Covid19. This included the administration of recovery funding supporting artists and cultural organisations based in Renfrewshire. In the past year, 43 grants with a total value of £200,000 have been awarded through Renfrewshire's Cultural Recovery and Renewal Fund (RCRRF). In the last quarter of the year, the Future Paisley evaluation framework and story of change model were developed to help measure the impact of the programme and how various projects are contributing to the revised step changes and strategic outcomes, individually and collectively. The programme now includes 30 funded cultural projects aimed at delivering social and economic change. The Future Paisley Partnership Board met in March and agreed new membership to include VisitScotland, National Theatre of Scotland and Arts Connection.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						In the last quarter of the year, a number of significant events and projects were delivered, including The Future Paisley Exhibition, Paisley Book Festival, and About Us Unboxed 2022.
CESDP21 - 01 - 25	Implement the marketing strategy for Paisley Museum		Marketing Manager	100%	31-Mar-2022	The marketing strategy was approved in Spring 2021 and presented to key stakeholders including the Future Paisley Partnership Board, Renfrewshire Leisure Ltd Board, VisitScotland and the Council's CMT. The marketing and PR strategy has now transferred to OneRen for implementation and future progress updates will come from OneRen. Paisley Museum PR continued throughout 2021/22 delivering 21m OTSH. This action is now closed.
CESDP21 - 01 - 26	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		Programme Director - City Deal & Infrastructure	15%	31-Mar-2023	The need for delivery of investment at AMIDS is recognised within the Renfrewshire Economic Strategy 2020–2030 where AMIDS is noted as a key component. This drive for investment continues with the anchor facilities of NMIS & MMIC planned to open in 2022. This success, in parallel with direct engagement with manufacturing companies and the launch of a procurement exercise for a joint venture development partner will see progress towards the primary outcomes for AMIDS. Success in achieving agreement with UK Gov on 90% Levelling Up Funding towards the AMIDS South project, will significantly aid the delivery of AMIDS, enhance work underway in Paisley Town centre and increase benefits for the wider area.
CESDP21 - 01 - 27	Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		Programme Director - City Deal & Infrastructure	100%	31-Mar-2022	The monitoring of benefits associated with the City Deal Projects is ongoing and includes new residential and commercial developments, in the vicinity of both the GAIA and CWRR projects which has been accelerated as a result of the significant City Deal investment. It is estimated that circa 15% of the projected outputs and outcomes have been realised.
CESDP21 - 01 - 28	Implement the Cultural Infrastructure Investment programme		Programme Director - City	20%	31 Oct 2023	The Cultural Infrastructure investment programme continues to progress. The Paisley Museum Reimagined (PMR) project appointed a main works

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
			Deal & Infrastructure			contractor in May 2021 and started on site in July 2021. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and work is progressing well; practical completion is anticipated in March 2023. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start in August 2021 and completion anticipated in early 2023. The Paisley Arts Centre refurbishment project now has advance works contract complete with main works planned to commence in May 2022 and complete in March 2023. The Public Realm & Junction improvements project has restarted with the E&I team leading, which has been re-programmed to allow effective consultation. The Public Realm works in County Square and Abbey Quarter are being re-programmed to align with interdependencies in these projects.
CESDP21 - 01 - 29	Actively engage with Renfrewshire suppliers to increase opportunities to bid for council contracts and improve opportunities for local job creation		Strategic Procurement Manager	50%	31-Mar-2022	Within the financial year 2022-2023 Procurement will host supplier workshops which identify contracting opportunities for Renfrewshire based businesses. Workshops will include information on the procurement pipeline and information about the web-based portals used by the Council for tendering.
CESDP21 - 01 - 30	Carry out a full review of the current Community Benefits Outcome Menu to maximise local employment opportunities and include an option for tenderers to offer support for the Youth Guarantee		Strategic Procurement Manager	50%	31-Dec-2021	<p>The Community Benefit Outcome Menu currently includes options for creation of job opportunities for unemployed individuals from a priority group - this includes young people 16+ years of age not currently in employment, education or training. The outcome menu also includes further categories for new job opportunities and skills and training opportunities for young people both in education and those who are not currently in education, employment or training.</p> <p>The final community benefit strategy is still undergoing review aligned to our current Community Wealth Building project.</p>

Strategic Outcome 2: Building strong, safe and resilient communities

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 02 - 01	Review Local Partnership arrangements and implement recommendations as appropriate		Strategic Partnerships and Inequalities Manager	75%	31-Mar-2022	Local Partnerships continue to operate. Awards were made to groups for activities for 12-25-year-olds through the Celebrating Renfrewshire participatory budgeting process in autumn 2021. Applications window for funding to be allocated in June 2022 was open throughout April with a good response. Meetings were held with Chairs and Lead Officers of Local Partnerships as part of the review process, which is now being delivered alongside the Right for Renfrewshire review. The review was delayed by the pandemic but is currently being finalised and should be complete by the summer of 2022.
CESDP21 - 02 - 02	Deliver framework for mainstreaming Participatory Budgeting		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	Framework has been developed and will now be subject to further engagement with Corporate Management Team April 2022. Our work with Environment & Infrastructure PB continues to be delivered; phase 1 saw just under 3000 ideas from residents. The next stage of the #youdecide programme is being launched early autumn, whereby residents will be given the opportunity to vote on the projects they want to see delivered in their communities. The pilot schools PB using cost of the school day monies has been a success, with 9 schools participating in the programme. This round is coming to an end in June; case studies will be developed and will be presented at the head teachers forum in August 2022.
CESDP21 - 02 - 03	Continue to deliver Neighbourhood Hub support in response to COVID-19, and continue to develop the Neighbourhood Hub model as part of mainstream service delivery.		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	Hub support has continued to date (April 2022). Provision has centred around prescription and free food delivery. Next phase of the model continuing to be developed as part of the Right for Renfrewshire programme.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 02 - 04	Continue to engage with community groups to support the humanitarian response effort		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	Conversations have been ongoing with Community Groups about need and support offered regarding community food provision, fuel and increased costs of living, and building community resilience. Social Renewal Funding was provided to a number of groups, including through a Community Food Fund. The Public Services Panel exercise is being repeated during early 2022, which will provide insight from residents around the continued impacts of the pandemic, with a particular focus on financial insecurity and rising cost of living pressures.
CESDP21 - 02 - 05	Seek to proactively engage with communities around Community Benefits		Strategic Procurement Manager	100%	31-Mar-2022	Community engagement is supported by Engage Renfrewshire who provide a direct link to existing social enterprises and community groups in Renfrewshire. Procurement continues to seek further opportunities to engage directly with communities and will develop this as part of the ongoing Community Wealth Building project.
CESDP21 - 02 - 06	Support the delivery of the key outcomes from the current Local Housing Strategy (LHS) 2016- 2021 and report progress annually		Head of Economy and Development	100%	31-Oct-2021	<p>Good progress with the preparation of the updated Local Housing Strategy 2022 – 2027 has been achieved. Until the approval of the next Local Housing Strategy, the current Local Housing Strategy is relevant and continues to set out the strategic approach of the Council and partners to deliver high quality housing and housing related services across all tenures to meet the identified need in Renfrewshire.</p> <p>Over the year the Council, along with developing Registered Social Landlords and the private sector, has delivered a range of new homes across Renfrewshire to meet the housing need and demand.</p> <p>A range of projects have also been successfully delivered to ensure homes are energy efficient with the aim of ensuring that fuel poverty is reduced.</p> <p>There continues to be a focus on providing advice and assistance to people with the greatest housing need across Renfrewshire with the aim of preventing homelessness.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 02 - 07	Support the development of the new Local Housing Strategy (LHS) for the next five-year period 2021-2026		Head of Economy and Development	75%	31-Mar-2022	<p>The draft Renfrewshire Local Housing Strategy 2022 – 2027 was presented to the Communities, Housing and Planning Policy Board on the 15 March 2022.</p> <p>The updated strategy sets out the strategic priorities that the Council and partners want to achieve and the range of actions to deliver this ambitious strategy over the next five years, ensuring this reflects local needs.</p> <p>The Board approved the draft Local Housing Strategy for a 12-week consultation and engagement process from 21 March 2022 until 13 June 2022.</p> <p>This consultation will gather the views of local communities, residents and tenants, housing association partners, the Health and Social Care Partnership and Third Sector organisations across Renfrewshire.</p> <p>Following the consultation period, the Local Housing Strategy 2022–2027 will be finalised and presented to this Board for approval later in 2022.</p>

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 03 - 01	Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission		Head of Policy & Commissioning	50%	31-Mar-2023	<p>The projects within the Alcohol and Drugs Change Programme are continuing to progress, including the Trauma Informed and Responsive Renfrewshire Programme – a partnership programme of work to ensure that recognising and responding to trauma is part of every service we deliver. A coordinator post has been created to lead this programme of work going forward, with recruitment currently underway. A steering group has been established, and engagement with the Improvement Service and other local authorities has taken place. An initial high-level action plan is currently being developed.</p> <p>Work has also progressed on the Stigma/Language Matters project with a marketing and communications activity plan being developed, with</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						objectives including: demonstrating leadership by ensuring the Council does not use language that stigmatises people in public and staff communications; supporting staff across partner organisations to understand the power of language, be confident in their use of language and to challenge stigma by speaking up when people make negative or wrong comments; and, supporting national campaigns to help people in Renfrewshire understand the power of language. A training module has also been developed with HR/OD, which will be used to roll out to staff.
CESDP21 - 03 - 02	Work with partners to deliver the Social Renewal Plan's initial action plan		Head of Policy & Commissioning	100%	31-Mar-2023	<p>A Social Renewal Lead Officer came into post in December 2021 and officers have continued to work with partners to progress actions in the Social Renewal Plan.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • An initial allocation of Community Food Funding approved in December 2021 • Funding for fuel supports, including financial supports provided • Establishment of a Fair Work advice service to provide employment advice • A money advice week took place after the success of benefit take up week • Affordable credit sessions provided to a number of diverse groups • Funding agreed for a 'Digital Champions' programme. <p>The Social Renewal lead officer also supported coordination of Scottish Government Winter Support Fund to support low-income families and individuals, in line with the Social Renewal Plan priorities. Work to engage low-income households will be a priority in 2022. This action is being closed off and will be replaced with a new action in the 2022-25 Service Improvement Plan focused on the new Fairer Renfrewshire plan.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 03 - 03	Implement Year 4 of the Tackling Poverty Programme funding, and review and refresh the programme in light of COVID-19 impacts		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	<p>Year 4 of the Tackling Poverty programme has continued, with services adapted as appropriate due to Covid.</p> <ul style="list-style-type: none"> • Street Stuff has taken more activities into the community to reach more young people. • Energy advice has continued • Morning clubs offering healthy breakfast have continued in 9 schools • Cost of the school day funding has been used to directly support families, with the full allocation spent. <p>Work is now taking place to form stronger links with our Social Renewal work under a 'Fairer Renfrewshire' banner.</p>
CESDP21 - 03 - 04	Work with local equalities led community groups to develop and publish new equality outcomes for Renfrewshire		Strategic Partnerships and Inequalities Manager	80%	31-Mar-2023	<p>Following engagement, draft equality outcomes were agreed by Council and published in March 2021. Work to further consult and develop the draft Equality Outcomes will be developed as part of the development of the Fairer Renfrewshire programme. The due date has been adjusted to March 2023 to reflect this.</p>
CESDP21 - 03 - 05	Develop and publish Local Child Poverty Action Report		Strategic Partnerships and Inequalities Manager	100%	30-Jun-2021	<p>The Local Child Poverty Action report was agreed by Leadership Board in June 2021 and subsequently published.</p> <p>Child poverty has been identified as a particular area of focus for the Community Planning Partnership, and an initial scoping session for partners to identify next steps around child poverty was held in September 2021.</p>
CESDP21 - 03 - 06	Support the delivery of the Connecting Scotland Programme		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	<p>From June 2020 to December 2021 there have been six application phases of the programme which delivers Wi-Fi enabled devices and Mi-Fi's providing internet connectivity to end users who are digitally excluded. Free, unlimited data is provided for two years. End users are</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>also provided with telephone support from their support organisation in the form of Digital Champion support, to help them set up and use the device. SCVO provide the online Digital Champion training.</p> <p>Successful applications were submitted across all phases by Renfrewshire Council COVID-19 neighbourhood hubs, Children's Services and Communities and Housing Services, with 999 devices secured for service users. A further 1602 devices were awarded to a wide range of Renfrewshire public sector and community-based organisations across all phases giving a total of 2601 for the Renfrewshire area.</p> <p>The Connecting Scotland Programme is now evaluating and redesigning, and a new programme is still to be announced.</p>

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

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 04 - 01	Lead and coordinate the process of securing the renewal of Renfrewshire's status as a Fairtrade Zone *		Head of Policy & Commissioning	0%	31-Mar-2023	<p>Work continues to support the Fair-Trade movement in Renfrewshire, including exploring the links between Fair Trade and the Council's climate programme.</p> <p>In terms of the renewal of Renfrewshire's Fairtrade Zone status, this action was paused due to the pandemic and further work will be undertaken to develop a new timetable following the election.</p>
CESDP21 - 04 - 02	Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Change		Head of Policy & Commissioning	100%	31-Mar-2022	<p>Following our residents Climate Survey, a representative sample of respondents formed Renfrewshire's Climate Panel, which is part of the evidence base for the Plan for Net Zero, with 4 sessions to date (paused for the pre-election period). Engagement has also been undertaken</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
	Sub Committee, including the partnership forum, adaptation plan, citizens engagement panel / assembly, and community food growing					<p>across stakeholders, including traditionally under-represented groups, local organisations, public, private and third sector and community planning partners.</p> <p>The Climate Change Action Fund has been progressing at pace. To date, £978,000 has been allocated to support 14 projects including expanding the Council's electric fleet; opportunities for a large-scale solar farm; developing a local response to ensure resilient town centres; net zero business support; community food growing; and a Community Climate Fund to provide awards to community organisations to develop localised green community projects and initiatives.</p> <p>A baseline emissions inventory and trajectory to 2030 has been completed for Renfrewshire Council as an organisation as well as Renfrewshire area as a whole. This will help to develop focus areas and prioritise actions in order to reach net zero.</p> <p>Phase 1 of the Plan for Net Zero is on schedule for completion by Summer 2022.</p>
CESDP21 - 04 - 03	Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.		Strategic Procurement Manager	75%	31-Mar-2022	This is a key objective for all procurement projects. Tools utilised by procurement officers at strategy stage include lifecycle impact mapping and the Scottish Government Sustainability Test. This helps to identify key areas of risk and to highlight opportunities to mitigate risk and achieve maximum value in terms of environmental benefits through contracts.

Strategic Outcome 5: Working together to improve outcomes

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 05 - 01	Working with HR and OD, develop the relevant actions in line with the Council's new People Strategy		Head of Policy & Commissioning	100%	31-Mar-2023	The Service continues to work with HR and OD colleagues to develop actions which fit the needs and duties of our staff. This includes ensuring a service-wide focus on absence, supporting managers with training, embedding policies, and supporting the health and wellbeing of employees, particularly around the return to the office and managing this transitional way of working. This action is being closed and an updated action will be included in the Service Improvement Plan 2022-25.
CESDP21 - 05 - 02	Supporting our employees' health and wellbeing, better understanding of service needs and resources and planning for the future		CEX Senior Management Team	100%	31-Mar-2022	Supporting the health and wellbeing of employees across the service is a key priority, particularly given the current working arrangements and additional pressures that may be felt. Where it was felt to be beneficial to team members, arrangements have been made to have additional access to Renfrewshire House. Absence levels are closely monitored with weekly reporting and monthly absence monitoring meetings with HR and OD colleagues to explore what further support can be offered to employees who are unwell such as occupational health referrals, time for talking counselling and CBT where appropriate.
CESDP21 - 05 - 03	Work closely with suppliers, Scotland Excel, Scottish Government Procurement and CoSLA to monitor the impact of Brexit		Strategic Procurement Manager	100%	31-Mar-2022	Through contract and supplier management the procurement team continues to monitor the impacts of Brexit on supply chains, resources and labour. The impact of Brexit has been compounded by the Pandemic and the current period of price volatility and inflation caused by the conflict in Ukraine and the rapidly increasing price of oil.
CESDP21 - 05 - 04	Embed the Council's brand values		Head of Marketing, Communications and Events	75%	31-Mar-2022	The development of the council brand model was completed in December 2021 and is currently being implemented across all marketing and communications activity. A key deliverable will be the new council website in 2023 (reported below CESDP21 - 05 - 07). The service has continued to deliver staff campaigns that promote the council's values and provide continued support to HR & OD on next stage of 'Leading Our Values' for managers with online training and workshops.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						Celebrating World Values Day in October with focused activities including employee blogs and video case studies and facilitating two-way discussion via the new RenTalks channel. Further development of the employee wellbeing hub and health and wellbeing objectives including Mental Health Awareness Day and Financial Wellbeing.
CESDP21 - 05 - 05	Implement Year 4 of the Council's marketing and communication strategy to support recovery		Head of Marketing, Communications and Events	100%	31-Mar-2022	<p>The team has continued to provide marketing and communications support to the organisation. This has included the visual refresh of the Council brand following the roll out of the new Council values, supporting the Council's role in the delivery of a safe Scottish Parliamentary election and planning for Local Elections process. We have continued to provide communications to support staff and the general public as we moved through the final stages of the pandemic, including the promotion of national COVID-19 vaccination and community testing programme, cascading public health messaging and Scottish Government guidance. Communications and marketing support was also provided for key projects including: AMIDS, major events, Future Paisley, Cultural Infrastructure, Team Up to Clean Up Spotless September and Big Spring Clean, Net Zero and Soft FM recruitment.</p> <p>1,133 design jobs, part of 192 projects were completed by marketing and design. 199 media releases were issued by the communications team.</p>
CESDP21 - 05 - 06	Implement the internal communications and engagement strategy to support the Council's social, economic, and organisational recovery		Communications & Public Affairs Manager	100%	31-Mar-2022	The internal communications team has continued to support organisational recovery, managing the impact of Omicron on council services, and working safely with covid. It supported the transition to interim ways of working and the gradual reopening of Renfrewshire House and other council buildings. The team supported ICT with the creation and implementation of a cyber security plan and support for training. In response to employee insights, we have increased our use of video and most recently the profile and visibility of the new Chief Executive, by launching 'Ask Alan'.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						The team designed and delivered two online leaders forum sessions for senior leaders in November 2021 (97 attendees) and March 2022 (103 attendees). The team delivered Support for People Strategy objectives including the launch of Employee Benefits 'mylifestyle' Hub and Cycle to Work Scheme part 1 and 2.
CESDP21 - 05 - 07	Deliver Part 1 Digital Experience strategy		Communications & Public Affairs Manager	100%	31-Mar-2022	<p>Part 1 (Discovery phase) of the Digital Experience programme has been completed by our digital partners Manifesto and FutureGov. A comprehensive report has been produced and includes findings and recommendations on future ways of working, technology, investment, and programme roadmap.</p> <p>This report has been shared with the Digital Board. An update will be provided to CMT in May 2022 with an ask to approve all recommendations.</p> <p>Following CMT approval, the Digital Experience team will implement the next phases and start the procurement exercises required to deliver a new Renfrewshire.gov.uk by mid-2023.</p>
CESDP21 - 05 - 08	Develop new content strategy		Communications & Public Affairs Manager	100%	31-Mar-2022	<p>We introduced our Social Media Content Strategy in August 2021. The strategy was developed using the insights gathered from our Social Media Audit and Channel Review.</p> <p>The strategy has developed our social media approach, creating new identities for each of our channels based on their audiences and localising and tailoring content so it is more engaging for our followers.</p> <p>The strategy has now been rolled out across all of our social media channels and has helped increase engagement and reach. It is also allowing us to build a better relationship with our audience as our focus</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						is on creating engaging content which works for our audiences and promotes the council's objectives.

Chief Executives Service Development Plan 2021-22 Scorecard

Generated on: 12 May 2022



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

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					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)				924	1,100	859	1,100	237	275	194	275	209	275	219	275	<p>A total of 1791 people were supported through the service. The figures are broken down into 3 distinct groups:</p> <ul style="list-style-type: none"> • 859 new people registered with the service for a full training / guidance and support employability service; • 432 people were registered during 20-21 and continued to get a service during 21-22 • Around 500 additional people worked with the service specifically to access Kickstart Opportunities being delivered by the Invest in Renfrewshire team.
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire				170	180	221	180	Not measured for Quarters		<p>At the current time 221 people have been sustained in work after 6 months. This number will increase substantially as the Council and Scottish Government have supported an economic development initiative</p>						

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	Council Employability Programme (INVEST)																named "Kickstart Plus" in Renfrewshire to provide a further 6 months support to Kickstart trainees (with employers also contributing) to allow them to continue in the workplace.
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme				289	350	686	350	Not measured for Quarters		486 registered clients of the Invest in Renfrewshire service moved into employment during 21-22 as a direct result of working with the service. In addition it is estimated that an additional 200+ people who were not registered clients also moved into work via the Invest in Renfrewshire Kickstart Programme which placed 406 young people into work. (numbers are estimated as the details of every person is not yet available).						
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support				86	310	272	320	80	80	78	80	60	80	54	80	The Start Up figures have improved on last year however the Business Team were still working on the COVID-19 grants (sometimes intensively) during 2021-22 and so the figures are lower than the target.
CEX/COVID/01	Number of businesses applied for support relating to COVID-19 funding schemes				3,728	Data only	2,750	Data only	Not measured for Quarters		For COVID grant programme delivered in the 21-22 financial year 2750 businesses successfully applied for support. Many more would have applied for support but not met the eligibility criteria.						
CEX/COVID/02	Amount of grants and loans approved to businesses in relation to COVID-19 funding schemes (£)				14,703,500	Data only	9,205,650	Data only	Not measured for Quarters		During 21-22 the COVID business funding awarded to local businesses was in the region of £9,205,650 with support to 2750 discrete businesses. This relates to funding announced and administered in the period. Additional grants may also have been paid but related to 20-21 programmes and would have been counted in that year.						

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				7,285	Data only	4,180	Data only	5,985	Data only	5,075	Data only	4,420	Data only	4,180	Data only	<p>The claimant count has been reducing steadily and the quarterly figures are taken every 3 months from June 2021.</p> <p>A recent report from ONS and SG showed that Renfrewshire had the second highest youth employment rate in Scotland in 2021 at 67.4% (54.9% is Scotland average) and (by a considerable margin) the highest youth employment growth over the last 10 years across Scotland at 21.1% (against a Scotland increase of -0.3%). This shows the level of commitment and work on the youth employment agenda over the years, but particularly the last year.</p> <p>This data is taken from NOMIS.</p>
DHS.WORKP OP	Percentage of Renfrewshire population working age (16-64)				64.2%	Data only	*	Data only	Not measured for Quarters		*This figure is taken from a national dataset and an update for 2021/22 is not yet available.						
DHS.CP.RR01	Number of properties on Buildings at Risk Register				30	42	27	42	30	42	27	42	27	42	27	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 27 Renfrewshire properties, a reduction of three since the start of 2021.
DHS.VDL.01	Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment				17	20	28	20	Not measured for Quarters		28 hectares of land was developed or brought back into use including to support the delivery of new affordable and private homes and the delivery of new developments at the Advanced Manufacturing and Innovation District Scotland and Hillington Business Park.						
CEX/EVENTS/01	Number of people participating in the events programme, digitally or in person				New indicator for 21/22		789	300	200	75	81	75	508	75	0	75	This is a new indicator with an annual target of 300, and the baseline position for 2020 was 150.

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	<p>789 participation opportunities were delivered against an annual target of 300.</p> <p>Q1 events, Paisley Food and Drink Festival and Renfrew Gala day generated 200 participation opportunities.</p> <p>Q2 events Sma Shot' Day, Radical War – Paisley Radicals and Doors Open Days had 81 participants across live music, poetry, dance, theatre and ariel activities.</p> <p>The Radical War project, Paisley Radicals, saw the culmination of the Future Paisley funded project which delivered over 115 hours of community engagement with the final output of the project an immersive walking tour app now available for visitors.</p> <p>Q3 participation opportunities came from The Spree, Wee Spree, Spree for All, Halloween and the Christmas programme across Renfrewshire - Festive Fun. Opportunities were available across music, dance, costume and creative workshops, animation, and street theatre.</p> <p>Please note there are no council events in Q4..</p>
CEX/EVENTS/02	Number of people performing in the events programme, digital or live performance				New indicator for 21/22	307	100	50	25	47	25	210	25	0	25	<p>This is a new indicator with an annual target of 100, and the baseline position for 2020 was 50.</p> <p>307 performance opportunities were created against a target of 100. Performance opportunities in Q1 programme were contained in the Food and Drink Festival programme and included film production by Art Boss.</p>	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	Performance opportunities in Q2 - Shot Day and Radical War Project – Paisley Radicals. Included live music, spoken word and poetry. Other performance elements of the programme including theatre and aerial were pre-recorded and broadcast during the digital event. Performance opportunities in Q3 - The Spree programme (over 80 bands and performers), Halloween and the Christmas Programme. Please note there are no council events in Q4.
CEX/EVENTS/03	Number of volunteers supporting the development and delivery of the events				New indicator for 21/22	8	15	3	3.75	4	3.75	1	3.75	0	3.75	This is a new indicator with an annual target of 15. 8 volunteering opportunities were delivered with a target of 15. Opportunities were limited due to covid19 restrictions on live events. Q1 events included the Paisley Food and Drink Festival and Renfrew Gala Day (online events) - 3 volunteers. Q2 volunteering opportunities - Doors Open Days programme (4 volunteers) Q3 volunteering opportunity - Lochwinnoch, a touring piece of artwork by Cryptic – Sound Horns (1 volunteer) Q4 had no planned council events.	
CEX/EVENTS/04	Number of people viewing or attending the events programme				New indicator for 21/22	63,630	65,000	18,300	16,250	17,553	16,250	27,777	16,250	0	16,250	This is a new indicator with an annual target of 65,000, reflecting the restrictions on large scale outdoor events in Q1 and 2. The cancellation of the British Pipebands Championships due to COVID-19 restrictions further impacted attendance/viewing numbers. Total audience for 2021/22 was 63,630 against target of 65,000. Breakdown: Two digital events took place in Q1 due to covid restrictions: 17,000+	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	<p>people tuned in to watch the Food and Drink festival programme (live cookery demos, cooking and bake along family sessions, interactive cocktail making, crafts and live music) 1,000+ participated in digital Renfrew Gala day.</p> <p>Q2 - Sma' Shot day (2,136) , Paisley Radicals and Doors Open Days (15,000) online content.</p> <p>Q3 - in-person events with restricted numbers to meet covid capacity restrictions: The Spree programme lost one third capacity</p> <p>Main stage mass gathering events – Halloween and Festive events were re-designed. Halloween festival moved to a 5-day walking trail event. A 4-week Festive programme was designed with activity taking place across weekends in Nov/Dec.</p>
CEX/FUND/01	Fundraising Income Target				New indicator for 21/22	185,000	500,000	Not measured for Quarters		<p>The 2021/22 target was impacted through the suspension of HNWI solicitation in May 2020. This restarted in January 2022. Despite the impact of Covid-19 on donor cultivation we have continued to make good progress towards the target for Trusts and Foundations with £881,000 being secured against the original £1.5m target.2021/22 highlights include:</p> <ul style="list-style-type: none"> • May 2021 - £100,000 pledge (Trust and Foundation) • June 2021: £30,000 pledge (Coats PLC) • March 2022: The Hugh Fraser Foundation adding £50,000 to their initial pledge of £200,000 							
CEX/MUS/01	Paisley Museum PR target (OTSH)				New indicator for 21/22	9,197,815	4,000,000	3,300,000	1,000,000	6,665,679	1,000,000	8,643,263	1,000,000	9,197,815	1,000,000	<p>Q4 saw increased PR through additional coverage of the Corozal dredger and model at Paisley Museum story. There were a number of</p>	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	references to Paisley Museum's £42million transformation in UK City of Culture bid features, after Stirling missed out on shortlisting. There was also a large spike in OTSH thanks to broadcast coverage as the museum featured in BBC 1's Antique's Road Trip in February.
CEX.OTSH.PI	Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand				160,185,805	240,000,000	314,041,621	240,000,000	31,200,000	60,000,000	107,463,573	60,000,000	109,410,795	60,000,000	65,967,253	60,000,000	Despite the loss of some the council events programme, which is a major contributor to OTSH due national marketing campaigns, we continued to reach our annual target through visitor marketing campaigns that specifically targeted audiences across west-central Scotland.

Strategic Outcome 2: Building strong, safe and resilient communities

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
HPSIP01	Affordable housing completions				250	200	170	243	Not measured for Quarters	The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire. Due to the impact of the COVID-19 pandemic some developments were delayed. The Council along with the Housing Associations active in Renfrewshire and the Scottish Government continue to work in partnership to deliver affordable housing across Renfrewshire and to ensure that delivery exceeds the target next year. Over 450 new affordable homes are now expected to be completed in 2022/23.							

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
SOA10.10a	Private housing completions				751	500	N/A	500	Not measured for Quarters	Private housing completions are monitored in an annual Housing Land Audit. The 2022 audit will be complete in the summer which will record completions for the period 2021/22. Private completions haven't been reported since 2019 due to the Covid 19 pandemic. Despite the pandemic, 1383 new private homes were completed in the 2 year period from 2019 to 2021 which exceeds targets. A range of new homes continue to be delivered across Renfrewshire including at Dargavel Village, the former BASF site in Paisley and the former Johnstone Hospital.							
CE.SDP.21.% PSPI	Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest				21.2%	Data only	21.2%	Data only	Not measured for Quarters								In Renfrewshire's Public Services Panel (December 2020), respondents were asked if they agreed that they 'can influence decisions about public services and other issues of public interest' - 21.2% agreed. Whilst not directly comparable with the Scottish Household Survey question, the 2019 data for 'influencing' showed 11% of respondents agreeing in Renfrewshire.
CEX/LON/01	Percentage of respondents who have felt lonely some, all or most of the time				47%	Data only	*	Data only	Not measured for quarters								This figure comes from Renfrewshire's Public Services Panel (December 2020) and compares broadly with a similar question in a Scottish Government National COVID-19 Survey where the figure for Scotland was 40%. Some caution should be exercised here as the national survey was a telephone survey and the Public Services Panel was a written questionnaire so perhaps people may be more likely to disclose sensitive emotions such as loneliness. *A new survey was undertaken in Spring 2022 and results will be included in the mid-year report.

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/NEIGH/01	Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood				49%	Data only	*	Data only	Not measured for Quarters								This figure comes from Renfrewshire's Public Services Panel (December 2020). *A new survey was undertaken in Spring 2022 and results will be included in the mid-year report.
CEX/NEIGH/02	Percentage of respondents who agree this is a neighbourhood where people are kind to each other				72%	Data only	*	Data only	Not measured for Quarters								This figure comes from Renfrewshire's Public Services Panel (December 2020) and compares broadly with a similar question in the Scottish Household Survey where the figure for Scotland in 2018 was 83%. *A new survey was undertaken in Spring 2022 and results will be included in the mid-year report.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/HUB/01	Number of referrals supported by the Neighbourhood Hub teams				New indicator for 21/22		517	Data only	75	Data only	153	Data only	126	Data only	163	Data only	Neighbourhood Hubs experienced relatively low numbers of referrals in Q1, which corresponds to lower levels of community transmission of COVID-19. The majority of these requests continue to be focussed on access to food for those self-isolating, as well as prescription delivery. Referrals throughout the year have continued to follow the patterns of community transmission, including a significant spike in response to the Omicron variant over the new year period.
CPP.INCOME TP	Income maximised in Tackling Poverty projects				758,675.49	Data only	1,145,918.38	Data only	340,662.49	Data only	280,074.72	Data only	284,487.31	Data only	240,693.86	Data only	Advice in 21/22 has been delivered by telephone, online or by video call. Numbers fluctuate per quarter

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	dependent on numbers of clients coming forward and types of issues.
CONSCOT	Number of devices allocated as part of Connecting Scotland programmes				New indicator for 21 / 22		2601	Data only	Not measured for quarters								The status is now 100% complete as the programme has ended and going through a review. We await a future announcement.
CPP.3RDSECTOR	Number of third sector organisations engaging with Renfrewshire Community Planning Partnership				195	130	127	134	70	134	120	134	35	134	50	134	The number of third sector organisations engaging with Renfrewshire Community Planning Partnership is 127. This includes groups who are members or attend community planning groups or who have applied for Local Partnership or Celebrating Renfrewshire grants.

Strategic Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
PT.DS.PPF.C MT.06	Application Approval Rate				96.9%	Data only	*	Data only	97.4%	Data only	97.1%	Data only	*	Data only	*	Data only	This indicator is verified by the Scottish Government bi-annually. *The next publication of data will be in Summer 2022.
PT.DS.PPF.C MT01	Average Time for processing Planning Applications (Householder)				6.9	8	*	8	6.7	8	6.7	8	*	8	*	8	This indicator is verified by the Scottish Government bi-annually. *The next publication of data will be in Summer 2022.
PT.DS.PPF.C MT.07	Percentage of applications dealt with under delegated authority				98.1%	Data only	*	Data only	97.9%	Data only	98.5%	Data only	*	Data only	*	Data only	This varies year on year depending the types of applications that are submitted. *The next publication of data will be in Summer 2022.
DHS.BSTAN.1 a	Time to issue a building warrant or amendment to warrant from receipt of application (days)				96.9	60.0	101.2	60.0	103.3	60.0	100.8	60.0	89.5	60.0	111.0	60.0	This internal target has been set at 60 days and measures the overall time it takes from receipt of a valid building warrant application to issuing the building warrant approval. This KPO measures both building standards officers and external agents response times and, as a result, there are aspects of this KPO that are out with our control. The KPO stems from the Building Standards Performance Framework - KPO1, which places a responsibility on LA verifiers to constantly seek to reduce and minimise turnaround times for building warrant applications. Given current performance and that elements of this KPO are out with our control, consideration should be given to reviewing this target.
DHS.BSTAN.1 b	Time to issue a first report (95% issued within 20 days)				50.8	95.0	53.4	95.0	28.2	95.0	60.4	95.0	69.5	95.0	55.5	95.0	Performance is lower than anticipated for Q4 and primarily stems from carrying two vacancies. Two new Assistant Surveyors started in March

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance	
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target		
																		2022 and it is anticipated that this will lead to further performance gains in Q1 – Q2 2022/23.
DHS.BSTAN.1c	Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information				47.3	90.0	60.1	90.0	55.4	90.0	42.9	90.0	66.3	90.0	75.9	90.0		Performance has improved but is still lower than target and this primarily stems from carrying two vacancies. Two new Assistant Surveyors started in March 2022 and it is anticipated that this will lead to further performance gains in Q1 – Q2 2022/23
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				93%	100%	93.5%	100%	95%	100%	88%	100%	97%	100%	100%	100%		There were 25 single departmental Chief Execs requests in Q4. 25 were answered on time.
CEX/COMP/01	% of frontline response complaints responded to within timescales agreed with customer (Chief Executive's)				63%	100%	46%	100%	57%	100%	59%	100%	29%	100%	40%	100%		During 2021/22 the service received a total of 41 frontline complaints of which 20 complaints were responded within timescale. Monitoring views have now been established to better manage service area complaint queues within the Contact Us – Complaints module. CaseVeiver refresher training is being delivered in June 2022 and will focus on staff managing active cases and queues. Staff will be reminded that more complicated Frontline cases should, where required be escalated to Investigation (20 days) complaints to ensure completion within timescale
CE153	% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				100%	100%	77%	100%	100%	100%	80%	100%	50%	100%	100%	100%		In Q4, the Chief Executive's Service received 1 investigation complaint which was completed within timescale.
CEABS01dii	Average number of work days lost through sickness				5.56	6.5	4.26	6.5	0.96	1.3	1.52	1.2	1.78	1.8	*	2.2		It has been noted that absence performance with covid is within target for Qtr 3 although there is an increase

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	absence per employee (Chief Executive's) (FTE)																of 0.23 days over the same period last year. The absence performance without covid for this period was reported to Board as 1.37 days. Monitoring of absence continues across the service. All service absence stats are presented to CMT and reported to Board. *Data not yet available
CEX/COMMS/01	% of staff who feel that the information they receive from internal communications is helpful				New indicator for 21/22		85%	85%	Not measured for Quarters		Based on results of the Smarter Ways of Working Survey issued to all staff in June 2021. The survey results show that 85% feel the information they receive from internal communications is very helpful (26%) or helpful (59%) This is measured annually.						
CEX.DIGCHANNELS	Number of people engaging with the Council's digital channels (not including website).				55,130	54,400	64,822	56,800	57,915	54,000	64,063	54,000	64,822	54,000	64,822	54,000	Numbers of people engaging with the Councils digital channels – Facebook, Twitter, Instagram, YouTube, LinkedIn and Soundcloud. Our LinkedIn followers rose from 747 in July 2021 to 6,078 in August 2021 after the merger of our old and new account profiles. Our followers on LinkedIn have also increased as we have focused on producing more content which appeals to our target audiences on that channel. Our Social Media Content Strategy, which was introduced in August 2021, has supported our growth in followers by ensuring content on our channels is tailored to meet the needs of each of our audiences. Since it's introduction we have seen an improvement in our follower figures and an increase in reach and engagements across all channels.
CEX/WEB/01	Number of total visits to council website				New indicator for 21/22		3,421,249	3,240,000	703,580	810,000	941,720	810,000	822,937	810,000	953,012	810,000	This is a new indicator for 2021/22. Target has been achieved for this year.

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/WEB/02	Number of new users visiting the council website				Indicator can no longer be tracked												This indicator can't be tracked currently due to a technical issue with the website Content Management System (GOSS) and issues with cookie tracking. This is a medium-term issue.
CEX.OTSH.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				77,513,670	120,000,000	371,061,673	125,000,000	84,208,049	30,000,000	85,636,716	30,000,000	102,306,576	30,000,000	98,910,332	30,000,000	Overall OTSH has increased compared to previous years, this is due to coverage returning to normal in the pandemic recovery and a change to the measurement of circulation figures for online media reach.



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance and Resources

Heading: Customer Services Performance Report

1. Summary

1.1 This report details performance across key Customer Service functions including Call Centre, Face to Face and Digital Support for customers for April 2022.

2. Recommendations

2.1 It is recommended that the Board:

- Note the contents of the report.
-

3. Customer Service Provision

3.1 This section details the performance of the customer service for April 2022, and the current year to date position. The report provides an update on the overall contact centre call handling volumes and service level.

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

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

3.2 Telephone Call Handling

- 3.2.1 High level monthly summary – for the month of April, the contact centre received 24,753 calls and answered 99% against a primary target of 90% for the period.

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

Primary target	Year	Calls Received	April Performance	Year to Date
90% calls answered	2022	24,753	99%	99%
	2021	27,748	96%	96%

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

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

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

Secondary target	Year	April Performance	Year to Date
70% calls in 40 seconds	2022	68%	68%
	2021	56%	56%

- 3.2.4 The contact centre performance was slightly below the secondary target of answering 70% of calls within 40 seconds, mainly due to year end activity affecting Housing Repairs at the start of the month and an increase in demand following the Easter Weekend public holiday.

Performance recovered towards the end of the month and has continued to be above target into May.

3.3 Face to face provision

- 3.3.1 The Customer Service Centre in Paisley continues to offer face to face support to customers by appointment where this is required.

- 3.3.2 Table 3 below shows the volume of customers who received face to face service in Paisley during the month of April 2022.

Table 3 – Face to Face Customer Volumes

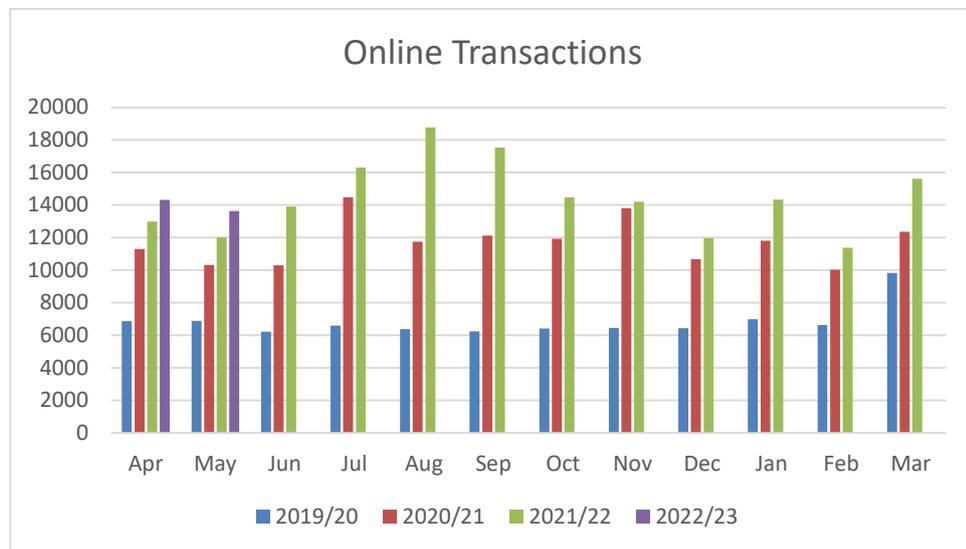
Service	Total Customers
Birth Registration	87
Marriage Registration	117
Licensing	48
TOTAL	252

3.4 Digital Services

3.4.1 The Council continues to see an increase in the use of their online services with a further 11,601 new users registered on the platform during the last financial year. This continues the trend seen since the start of the pandemic, with a total of 26,555 new users since March 2020. The number of users on the Council’s MyAccount service now equates to 99% of all households in Renfrewshire, compared to 69% of households in March 2020.

3.4.2 The level of online transactions also continues to rise, with 14,308 requests processed through MyAccount platform in April compared to 6,855 in the same period in 2019. The graph below shows the level of online transactions per month since the start of April 2019.

3.4.3 During the last financial year there were 173,426 transactions supported on the MyAccount platform, compared to 81,853 in the year prior to the start of the pandemic.



Implications of the Report

1. **Financial - None**
2. **HR & Organisational Development – None**

3. **Community/Council Planning –**

- *Working together to improve outcomes – An efficient and effective Customer Services Unit is vital to ensuring citizens have equality of access to Council services whether this is digitally, by telephone or face to face*

4. **Legal - None**

5. **Property/Assets - None**

6. **Information Technology - None -**

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

8. **Health & Safety – None**

9. **Procurement - None.**

10. **Risk - None**

11. **Privacy Impact - None**

12. **Cosla Policy Position – Non applicable.**

13. **Climate Risk – none.**

List of Background Papers

(a) None

Author: Gary Innes Ext 6322



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance and Resources

**Heading: Finance & Resources Service Improvement Plan 2022-23 and
Service Delivery Plan 2021-22 Outturn Report**

1. Summary

- 1.1 The attached Service Improvement Plan for Finance and Resources covers the three year period from April 2022 to March 2025. The plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable; and our measures of success. The Service Improvement Plan sits beneath the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan. The Service Improvement Plan is included as Appendix 1 to this report.
- 1.2 This report also provides an overview of performance against the actions and measures set out in the Service Delivery Plan 2021/22. Service Delivery Plans were implemented for one year only and focused on what each service would deliver to support residents, businesses and communities through the pandemic and into a recovery phase. A detailed outturn report is included as Appendix 2.
- 1.3 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in November 2022.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- a) Approves the attached Service Improvement Plan;
 - b) Notes the progress made in delivering the Service Delivery Plan 2021/22;
 - c) Agrees that mid-year progress with the Service Improvement Plan be reported to this Board in November 2022.

3. Background

- 3.1 The Finance and Resources Service is one of the largest services within Renfrewshire Council and employs approximately 1,100 employees. The service enables and supports the smooth running and strategic management of the Council's financial, legal, property, ICT, human resources, and customer and business services as well as maintaining sound audit and governance across the Council.
- 3.2 The Service also leads on the delivery of strategic change and organisational development across the Council as well as leading on a number of high profile projects for the Council such as the rollout of Business World, an integrated financial and HR system, transforming how the Council manages and delivers its key financial and management processes as well as delivering the new Transformation Programme – Right for Renfrewshire, Digital First and supporting the development and delivery of major investment programmes including City Deal, the Cultural Infrastructure Programme and the Schools Estate Management Plan.
- 3.3 The Service Improvement Plan is one way in which elected members are able to scrutinise the work of Finance and Resources, and to consider and decide upon policy options as necessary. Refreshing service improvement plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.4 Importantly, the Service Improvement Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives. The priority actions set out in Section 5 of the attached Service Improvement Plan detail the specific actions the service will progress in order to support the Council's immediate priorities and future direction and help deliver improved outcomes for Renfrewshire's communities.

4. Key Achievements 2021/22

4.1 During 2021/22, key achievements of the service include:

- Successfully delivering the Scottish Parliamentary elections in May 2021 and preparing for the local government elections of May 2022, which have also recently been delivered successfully;
- Developing new resources and guidance on employee wellbeing, with a particular focus on mental health;
- Launching an Employee Benefits Portal;
- Enabling a safe post-pandemic return to the office for staff who had to work from home over the last two years;
- Supporting Children's Services with developments in the school estate, including the construction works required to allow the expansion of early years provision and the ongoing work to provide a new Paisley Grammar campus;
- Increasing the range of services which can be accessed online;
- Automating key processes to make them more efficient;
- Continuing to deliver key support services to the rest of the council.

4.2 A more detailed picture of achievements is included in the Service Delivery Plan Outturn Report included as Appendix 2.

5. What do we want to achieve?

5.1 Finance and Resources will contribute to the priorities set out in the forthcoming new Council Plan, which will be presented to Council in September 2022. It will also continue to contribute to the achievement of outcomes set in Our Renfrewshire, our 10-year Community Plan.

5.2 During the lifetime of this plan, specific priorities for the service include:

- Supporting the Council to develop New Ways of Working which will modernise our workplaces, contribute to the recruitment and retention of high-performing staff, and ensure good quality service delivery for our residents;
- Delivering the next phase of the Right for Renfrewshire transformation programme in order to future-proof council services and maintain effective and efficient services;
- Completing the rollout of fast-fibre connectivity to 75% of Renfrewshire, giving more residents and businesses access to a high-speed digital connection;
- Implementing the property-related recommendations from the Climate Change Working Group, working with national and local partners as well as the Council's Energy Management Unit;
- Reviewing the lifecycle replacement programme for council buildings;

- Developing the new assurance model as part of our approach to risk management
- Developing a Wellbeing Strategy that supports the workforce and sets a positive culture around health and wellbeing, and contributes to a reduction in absence levels;
- Developing and implementing a revised approach to recruitment and talent management across the council;
- Delivering a new Equality, Diversity and Inclusion Strategy which support the council to become a more inclusive employer.

5.3 Greater detail of the specific actions the service will progress can be found in Section 5 of the Service Improvement Plan included as Appendix 1.

6. Monitoring progress

6.1 Progress on the implementation of the Service Improvement Plan will regularly be monitored by the Senior Management Team every quarter and will be reported to elected members on a six-monthly basis. A review of progress will be brought to this Board in November 2022.

Implications of the Report

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

6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. Workstreams and projects arising from this report will carry out impact assessments in line with council policy.
8. **Health & Safety** –none
9. **Procurement** – The report continues a number of actions impacting procurement.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – none.
13. **Climate Risk** - The report continues a number of actions directly related to addressing the impact of climate change. The actions detailed within the report should contribute to an improved position.

List of Background Papers: None

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APPENDIX 1

Finance and Resources

Service Improvement Plan 2022-2025

1. Introduction

- 1.1 This Service Improvement Plan for Finance and Resources covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. As restrictions continue to ease and public services can have a greater focus again on business as usual, the council is once again producing three-year improvement plans.
- 1.3 Council services continue to operate in a challenging context. The ongoing recovery from the pandemic and its effects continue to be felt by individuals, businesses, communities and the public sector. Councils have a role to play in supporting people through the current cost of living crisis by focusing on tackling inequalities and working to improve wellbeing. There are numerous legislative requirements relating to that work, including duties in relation to child poverty, the public sector equality duty and community empowerment. External events, such as the UK's departure from the EU and the war in Ukraine, are exacerbating supply chain issues and inflationary pressures and these have an impact on the Council's key strategic projects. Councils are also navigating an increasingly complex funding landscape resulting from increased demands and increasing costs but also arising from the introduction of new funding streams such as the UK Shared Prosperity Fund. The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to elected members after the summer recess later this year. It will set out the high-level strategic outcome the Council intends to achieve and detail the steps needed to delivery on these. Future Service Improvement Plans will align to those high level outcomes; for now, key actions are grouped under four themes:
- Place: what we do to support our economy, our infrastructure, our assets;
 - People: what we do to support our communities and individual residents;

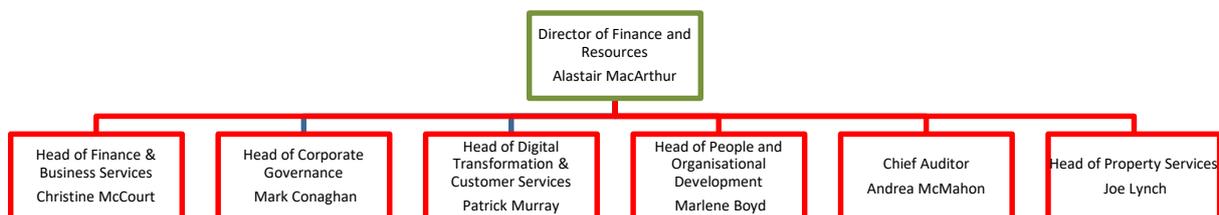
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.

- 1.5 The Community Plan is a ten-year plan and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to elected members and the Community Planning Partnership after the summer recess.
- 1.6 Service Improvement Plans informs each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and improvement activity within the service as well as providing context for budget decisions. Finance & Resources are also responsible for financial strategies, the Digital Strategy and the People Strategy.
- 1.7 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, Finance and Resources will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

3.3 The Finance and Resources Service is one of the largest services within Renfrewshire Council, and employs approximately 1,100 employees. The service enables and supports the smooth running and strategic management of the Council's financial, legal, property, ICT, human resources, and customer and business services as well as maintaining sound audit and governance across the Council.

3.4 The Service also leads on the delivery of strategic change and organisational development across the Council as well as leading on a number of high profile projects for the Council such as the rollout of Business World, an integrated financial and HR system, transforming how the Council manages and delivers its key financial and management processes as well as delivering the new Transformation Programme – Right for Renfrewshire, Digital First and supporting the development and delivery of major investment programmes including City Deal, the Cultural Infrastructure Programme and the Schools Estate Management Plan.



3.5 Finance and Resources is led by the Director, Alastair MacArthur, and he is supported five Heads of Service and the Chief Auditor. A new structure for the service was approved by Leadership Board on 16 June 2021 and included some realignment of existing remits, with Heads of Service now responsible for Digital, Customer & Transformation, Finance & Business Services, and People & Organisational Development. The Corporate Governance remit is unchanged. Property Services is unchanged at present but is intended to be within scope of an extended facilities management review that will consider all service areas with a role in property investment and maintenance.

4. Overview of Achievements 2021/22

- 4.1 As part of the council's approach to managing the pandemic response, council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report on that Service Delivery Plan has also been presented to this Board. The outturn details the achievements of Finance and Resources during 2021/22 and sets out progress against actions and performance targets.
- 3.2 As well as delivering 'business as usual' and meeting the additional demands resulting from the pandemic, Finance and Resources continued to deliver on strategic priorities during 2021/22.
- 3.3 Working together, HR & OD and Property Services have enabled a post-pandemic return to the workforce for staff who have been working from home during the last two years. Temporary changes to offices and revised health and safety guidance have been implemented to allow staff to have a phased return to office-based work in as safe a manner as possible.
- 3.4 The Human Resources and Organisational Development team have had a strong focus on employee wellbeing over the last two years, particularly in relation to mental health. Additional resources and guidance have been made available and this includes new training materials on issues such as resilience and mindfulness. The team also introduced a new Employee Benefits Portal.
- 3.5 Property Services continued to support Children's Services by completing refurbishments and new build programmes in early years education and in acquiring a site for a new Paisley Grammar campus.
- 3.6 Democratic Services successfully delivered the Scottish Parliament elections in May 2021 and local authority elections in May 2022.
- 3.7 Identifying efficiencies and improving customer access continue to be key features of the work of Digital, Transformation and Customer Services and of Finance & Business Services. A number of front-facing customer processes are now able to be accessed online, speeding up the customer journey as well as delivering

efficiencies for the Council. Plans are in place to further progress such changes. The service also established a cross-council Digital Board to ensure representation of all service areas as the Digital Strategy is implemented.

4. Our Strategic Context

National policy context

- 4.1 The council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and council activity will reflect this. This recovery is guided by the national Strategic Framework for Recovery. Digital services have become much more widely used but in-person services are now returning as public health restrictions continue to ease. As the recovery progresses, the council will work with staff, residents and partners to identify new ways of working which best meet the needs of our people and our communities.
- 4.2 Renfrewshire Council declared a climate emergency in 2019 and set a target of achieving net zero carbon emissions in Renfrewshire by 2030. Work continues to progress towards this, with a Plan for Net Zero currently being developed which will map out the journey for the organisation and the area to achieve this challenging target. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3000 for localised initiatives which meet their community's needs and align to the Council's drive towards net zero.
- 4.3 The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding and will be allocated to local authorities according to a funding formula. More detail is expected over the next few months.

Local policy context

- 4.4 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the

significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.

- 4.5 The Council also has a Social Renewal Plan which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The plan was developed after consultation with communities, and the council continues to seek views on these issues through consultation exercises and our Public Services Panel. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.
- 4.6 Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has considerable implications for council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.
- 4.7 Renfrewshire's Alcohol and Drugs Commission made its recommendations in 2020, setting out clear measures that partners across Renfrewshire need to take to reduce drug and alcohol related harms and promote recovery.
- 4.8 The Council's transformation programme continued throughout the pandemic but the launch of subsequent phases was paused. New phases of transformation will start during 2022. Finance and Resources lead on this area of work and are reviewing the Right for Renfrewshire programme to ensure it reflects the impact of the last two years.
- 4.9 All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every council term (i.e. every five years). Renfrewshire's last inspection was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the council and each year, Audit Scotland publish an overview report detailing progress against the audit as well as scrutiny

of council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of councils.

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

Risks	Evaluations
Our strategic risks	
Financial Sustainability	Very High
Financial Stability	High
Cyber Attack	High
Administration of Elections	High

- 4.11 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 4.12 The Council has a set of values which shape the way our staff interact with colleagues, with local communities, with partner organisations and with all stakeholders. The organisational changes which will be delivered as part of this Service Improvement Plan (see Section 5.5) are aligned to one of the four values, which are:

- We are **fair**, we treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
- We are **helpful**, we care about getting things right and are always approachable.
- We are great **collaborators**; we work as one team and with people who care about this place.
- We value **learning** to help us innovate, improve and deliver better services.

4.13 In 2020, Council approved the new People Strategy. The first two years of the strategy are focused on three priority areas – health and wellbeing, new ways of working, and staff communication and engagement. The Council’s workforce has shown considerable resilience over the last two years and no service was left unchanged during the pandemic. Our staff adapted quickly to the necessary changes, whether it was a change in how frontline delivery was handled, adopting new ways of communicating with our customers, or switching to full-time working from home. As the country emerges from the pandemic, the Council, like other organisations, will seek to build on the new ways of working and find an approach which delivers the best possible service for residents whilst promoting a healthy work-life balance for staff.

4.14 Partnership working across the Council and beyond is vital to the delivery of services to Renfrewshire’s communities. The Chief Executive chairs Renfrewshire’s Community Planning Executive Group. The Chief Executive’s Service works with many different partners across the public, private and third sectors including; Engage Renfrewshire, West College Scotland, the University of the West of Scotland, local Credit Unions, Renfrewshire Chamber of Commerce, Scottish Enterprise, Scottish Government, Skills Development Scotland, and Visit Scotland. The Chief Executive’s Service also leads on developing Strategic Partnership Agreements with key third sector organisations delivering major projects in the area.

Our Finances

4.15 All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on councils from COVID-19 will continue for some time. This includes the impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes. Councils are also impacted by the rising costs of goods and services caused by inflationary

pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.

- 4.16 However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.
- 4.17 Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.
- 4.18 Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.
- 4.19 Finance and Resources has a budget of £34.6m for 2022/23.

5. Our Strategic Priorities

5.1 As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.

5.2 Strategic Priority: Place

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with Children's Services to deliver the new Paisley Grammar Community Campus.		Head of Property Services	31 March 2025
Implement the actions arising from the Council's financial sustainability workstreams.		Head of Finance and Business Services	31 March 2024

The service does not currently have any performance indicators relating to this priority.

5.3 Strategic Priority: People

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Under Connectivity As A Service (CaaS) complete the rollout of Fibre To The Premise (FTTP) across 75% of Renfrewshire as a geography by the summer of 2023.	The provision of gigabit connectivity across the Council area.	Head of Digital, Transformation and Customer Services	31 August 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	Quarterly and Annual	2021/22	18.1	24		24	24	24
Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)	Quarterly and Annual	2021/22	7.94	10		10	10	10
Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	Quarterly and Annual	2021/22	2	2		2	2	2
Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	Quarterly and Annual	2021/22	10	15		15	15	15

5.4 Strategic Priority: Sustainability

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Input to and implement the climate change working group recommendations, specifically to: work with the Council's Energy Management Unit as well as national and local partners to explore alternative energy options for Council buildings.		Head of Property Services	31 March 2024
Review lifecycle replacement programme for Council buildings.		Head of Property Services	31 March 2023

The service does not currently have any performance indicators relating to this priority.

5.5 Strategic Priority: Living our Values

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the next phase of transformation as part of Right for Renfrewshire.		Head of Digital, Transformation & Customer Services	31 March 2025
Develop and implement a new assurance model for business as usual risks.	The new approach recognises that since BAU risks are not generally related to our ambitions but rather are inherent by default of the type of organisation we are, and the services we provide, there is more to be gained by shifting our focus away from risk scoring and towards risk assurance.	Risk Manager	31 Mar 2024
Support the Council in developing New Ways of Working	Will provide a more modern workplace that will increase attraction and aid retention of great talent. It will also ensure we provide quality services to our customers	Head of HR & OD	31 Mar 2023
Support the Council with improving attendance and reducing absence	Reduce absence across the council, to ensure a more consistent service delivery to our customers and deliver cost savings.	Head of People & OD	31 Dec 2023
Develop a Wellbeing Strategy that meets the needs of our workforce as we emerge for the pandemic and look towards the future	Set a positive culture around health and wellbeing, reduce burnout and improve attendance across the council.	Head of People & OD	31 Dec 2022
Develop an overall strategic recruitment and talent management plan to enable us to meet future workforce demands	Given the national challenges in recruitment, the council has to adopt a more strategic report to recruitment and talent management. We will attract the right candidates and employees will opportunities for career progression and understand the path to	Head of People & OD	31 Oct 2022

	take and the support that is available.		
Develop and new equality, diversity and inclusion strategy for the council	The council will become a more inclusive employer.	Head of People & OD	31 Dec 2022

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
Customer Service Unit - % of calls answered	Quarterly and Annual	2021/22	97%	90%		90%	90%	90%
% of calls answered by the Customer Service Unit within target (40 seconds)	Quarterly and Annual	2021/22	58%	70%		70%	70%	70%
Cost of collecting council tax per chargeable dwelling	Annual	2020/21	N/A	11.5		11.5	11.5	11.5
Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	Quarterly and Annual	2021/22	95.48%	96%		96%	96%	96%
Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)	Quarterly and Annual	2021/22	87.73%	85%		85%	85%	85%

Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)	Quarterly and Annual	2021/22	95.5%	96%		96%	96%	96%
The proportion of operational accommodation in satisfactory condition.	Annual	2020/21	N/A	94%		94%	94%	94%
The proportion of operational accommodation that is suitable for its current use.	Annual	2020/21	N/A	96%		96%	96%	96%
Average number of work days lost through sickness absence per employee (F&R) (FTE)	Quarterly and Annual	2021/22	7.77	8.5		8.5	8.5	8.5
% of FOI reviews completed within 20 days (Councilwide)	Quarterly and Annual	2021/22	100%	100%		100%	100%	100%
% of Finance and Resources FOI requests completed within timescale	Quarterly and Annual	2021/22	98.33%	100%		100%	100%	100%
Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)	Quarterly and Annual	2021/22	94.1%	85%		85%	85%	85%

Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)	Quarterly and Annual	2021/22	87.1%	85%		85%	85%	85%
Percentage of uptime for key IT systems	Quarterly		99.99%	99%		99%	99%	99%
Percentage of income due from Council Tax for prior years (cumulative position to date)	Quarterly and Annual	2021/22	97.21%	97.27%		97.27%	97.27%	97.27%
Percentage of Non-Domestic Rates due in the year, collected by the end of the year (cumulative to date)	Quarterly and Annual	2021/22	92.61%	98%		98%	98%	98%
Percentage of Audit Plan completed (cumulative)	Quarterly and Annual	2021/22	92.1%	95%		95%	95%	95%
F&R Front Line complaints (Cumulative)	Quarterly and Annual	2021/22	75.87%	85%		85%	85%	85%
Average days Small and Medium sized businesses invoices paid	Quarterly		11.84	28		28	28	28

5.6 Additional Management Information

As well as actions and performance measures, the Chief Executive's Service will monitor indicators from the Local Government Benchmarking Framework (LGBF). This is a national dataset compiled by the Improvement Service and reported on retrospectively. The most recent dataset covers 2020/21; data for 2021/22 will be published in early 2023.

Performance Indicator	Frequency	Last update	Current Value
Total usable reserves as a % of council annual budgeted revenue	Annual	2020/21	43.29%
Uncommitted General Fund Balance as a % of council annual budgeted net revenue	Annual	2020/21	2.51%
Ratio of Financing Costs to Net Revenue Stream – General Fund	Annual	2020/21	4.70%
Ratio of Financing Costs to Net Revenue Stream – Housing Revenue Account	Annual	2020/21	51.40%
Actual outturn as a percentage of budgeted expenditure	Annual	2020/21	98.85%
Support services as a percentage of total gross expenditure	Annual	2020/21	5.64%
Percentage of the highest paid 5% of employees who are women	Annual	2020/21	57.11%
The gender pay gap	Annual	2020/21	3.67%
Sickness absence days per employee (non-teacher)	Annual	2020/21	11.89

APPENDIX 2

FINANCE AND RESOURCES

SERVICE DELIVERY PLAN 2021/22

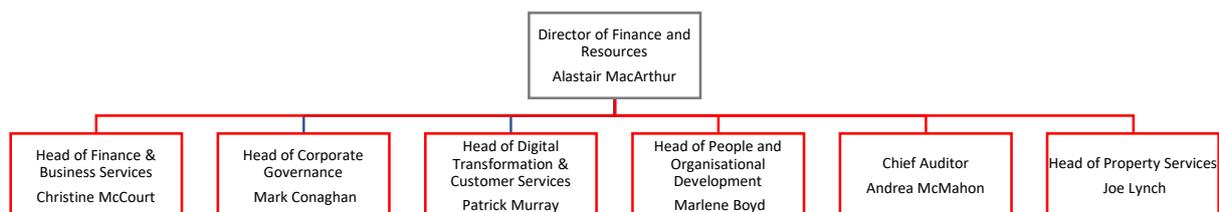
OUTTURN REPORT

1. Introduction

- 1.1 As part of the council’s approach to managing the pandemic response, council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. This outturn details the achievements of Finance and Resources during 2021/22 and sets out progress against actions and performance targets.
- 1.2 As restrictions continue to ease and public services can have a greater focus again on business as usual, the council is once again producing three-year improvement plans. A new Service Improvement Plan for the period 2022 to 2025 is also being presented to this Board.

2. Background

- 2.1 The Finance and Resources Service is one of the largest services within Renfrewshire Council, and employs approximately 1,100 employees. The service enables and supports the smooth running and strategic management of the Council’s financial, legal, property, ICT, human resources, and customer and business services as well as maintaining sound audit and governance across the Council.
- 2.2 The Service also leads on the delivery of strategic change and organisational development across the Council as well as leading on a number of high profile projects for the Council such as the rollout of Business World, an integrated financial and HR system, transforming how the Council manages and delivers its key financial and management processes as well as delivering the new Transformation Programme – Right for Renfrewshire, Digital First and supporting the development and delivery of major investment programmes including City Deal, the Cultural Infrastructure Programme and the Schools Estate Management Plan.



2.3 Finance and Resources is led by the Director, Alastair MacArthur, and he is supported five Heads of Service and the Chief Auditor. A new structure for the service was approved by Leadership Board on 16 June 2021 and included some realignment of existing remits, with Heads of Service now responsible for Digital, Customer & Transformation, Finance & Business Services, and People & Organisational Development. The Corporate Governance remit is unchanged. Property Services is unchanged at present but is intended to be within scope of an extended facilities management review that will consider all service areas with a role in property investment and maintenance.

3. Achievements in 2021/22

- 3.1 The Service Delivery Plan 2021/22 reflected the specific tasks councils would have to undertake in order to support communities and businesses through the ongoing effect of the pandemic and also into a recovery phase. Services carried out a range of tasks directly related to the pandemic as well as continuing to progress with both 'business as usual' and strategic priorities.
- 3.2 The Human Resources and Organisational Development team have had a strong focus on employee wellbeing over the last two years, particularly in relation to mental health. In 2021/22, they established a Corporate Health Improvement Team to work on this area, and have developed additional resources and guidance for staff. These resources include new training materials on issues such as resilience and mindfulness. Alongside this has been the rollout of mandatory training for all staff on the Council's Values, and a suite of new training to support remote and hybrid working, and the increased reliance on technology to support virtual meetings and collaboration.
- 3.3 An Employee Benefits Portal was launched in September 2021. This provides staff with access to a range of benefits, including advice on matters such as personal finances and wellbeing, but also discounts for major retailers. HR have also begun engagement with unions and other stakeholders on the development of a new Wellbeing Strategy.
- 3.4 Working together, HR & OD and Property Services have enabled a post-pandemic return to the workforce for staff who have been working from home during the last two years. Temporary changes to offices and revised health and safety guidance have been implemented to allow staff to have a phased return to office-based work in as safe a manner as possible. Over the next year, both services will continue the

development of new ways of working as the post-pandemic recovery continues. These new ways of working will be developed in consultation with staff and unions.

- 3.5 In 2021, Property Services continued to support Children's Services by completing refurbishments and new build programmes so that 1140 hours of early years education could be delivered to all children aged 3 and 4 from August 2021. The service also acquired a site for the new Paisley Grammar campus and has appointed a design team and contractors. In line with the Council's climate commitments, the new Paisley Grammar will be built on Passivhaus principles.
- 3.6 Identifying efficiencies and improving customer access continue to be key features of the work of Digital, Transformation and Customer Services. A number of front-facing customer processes are now able to be accessed online, speeding up the customer journey as well as delivering efficiencies for the Council. Plans are in place to further progress such changes. The service also established a cross-council Digital Board to ensure representation of all service areas as the Digital Strategy is implemented.
- 3.7 Democratic Services successfully delivered the Scottish Parliament elections in May 2021 and local authority elections in May 2022. Delivering an election requires months of preparation and support from all council services.
- 3.8 As well as strategic initiatives and customer-facing work, Finance & Resources delivered support services to all other parts of the council including:
- Payroll;
 - Support with recruitment;
 - Training and organisational development;
 - ICT Servicedesk;
 - Provision of ICT equipment;
 - Invoicing and Payments;
 - Administrative support;
 - Project and programme management;
 - Property services;
 - Legal services;
 - Accountancy services;
 - Internal audit.

4. Progress against performance measures

- 4.1 Finance and Resources measured 29 performance indicators as part of the 2021/22 Service Delivery Plan. Of these, 23 are measured quarterly and 6 are only measured annually. Twenty-five of these indicators have targets. Data is not yet available for two indicators.
- 4.2 In 2021/22, 12 indicators met or exceeded the target set, 8 narrowly missed the target set and 3 did not meet the target.
- 4.3 Services which enable financial support to residents performed well, with processing of housing benefits and community care grants well ahead of target, and the processing of crisis grants meeting its target time of 2 days per application. The Customer Service Unit answered 97% of all calls during 2021/22, against a target of 90%.
- 4.4 The ICT team resolved 93.6% of all IT incidents within the target time during the year, against a target of 85%. The service is focused on continuous improvement and this is reflected in the data trend. The service is also exceeding targets for the percentage of service requests fulfilled within the target timescale.
- 4.5 Resource pressures (a result of increased volume of calls and staff vacancies) meant that the target of answering 70% of customer service calls within 40 seconds was not met this year. Average performance over the year was 58% and recruitment activity is ongoing to increase capacity in this area.
- 4.6 The average time taken to process self-isolation grants did not meet the ambitious target of 2 days. Quarterly data is reflective of the peaks and troughs of Covid-19 infection rate. The target was achieved in Q1 (Apr-Jun 2021) but spikes in demand resulted in longer processing times. In Q4, the average processing time was 8 days, reflecting a threefold increase in applications; in January and February there was an average of 1928 applications per month compared with a monthly average of 654 applications prior to the emergence of the Omicron variant of Covid-19.
- 4.7 The collection of non-domestic rates has been impacted by the pandemic. Rates recovery work was delayed for 2021/22 and this has affected the overall collection rate. It is anticipated that this position will be recovered in 2022/23. Collection rates for 2021/22 are currently at 92.61%.

- 4.8 Three performance indicators will transfer to the Chief Executive's Service performance scorecard for 2022/23 and beyond; these relate to property condition and community asset transfers.

Finance and Resources Service Delivery Plan 2021-22 Action Plan



Action Status	
	Overdue
	In Progress
	Completed

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

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.01.01	Continue to revise and implement the Financial Strategy, which will focus on delivering required savings through the transformation programme and effective workforce planning	Director of Finance & Resources		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2022	The Scottish Government has confirmed its intention to publish a resource spending review in May 2022 which should provide additional context for the council's financial plans; however the financial outlook is expected to remain challenging and service transformation along with other financial sustainability workstreams will be required to underpin the

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						council's medium term financial outlook.
FRSDP21.01.02	Support the ongoing development of community engagement and participation, in particular for community assets transfer applications	Head of Property Services		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2022	Community Asset Transfer Annual Report submitted to Infrastructure, Land & Environment Policy Board (25 August 2021)
FRSDP21.01.03	Financial implications of COVID-19, and the rebuilding of financial resilience following unprecedented costs incurred in responding to the pandemic	Head of Finance & Business Services		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2022	The financial consequences of the pandemic have been substantial for the council and the communities we serve; with both immediate and longer term financial issues arising. The impact to both costs and income continues to be closely monitored and highlighted to elected members; with increased financial reserves being agreed and longer term financial implications being incorporated into the financial plan.

Outcome 3: Tackling inequality, ensuring opportunities for all

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.03.01	Support the development and delivery of the early learning and childcare expansion plans, in particular delivery of new facilities	Head of Digital, Transformation & Customer Services; Head of Finance & Business Services; Head of Property Services		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Oct-2021	Snagging and minor items only. All '1140' spaces now available.

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.03.02	School Estates - delivery of Paisley Grammar School Community Campus	Head of Property Services		<input type="text" value="2%"/>	31-Dec-2025	Site acquired and selective demolition complete. Design Team and Contractor appointments progressing (approved by FRCS Policy Board).
FRSDP21.03.03	Implement revisions to the Council's Pay and Grading Structure for Local Government Employees, by consolidating the Living Wage into this structure as an hourly rate of pay for Local Government employees	Head of People & OD		<input type="text" value="100%"/>	30-Apr-2021	A revised Pay & Grading structure was implemented 1 April 2021, consolidating the Living Wage into as an hourly rate of pay for Local Government Employees. It also implemented further improvements across the pay structure, including restoring the pay differentials between grades eroded by recent increases in the living wage, removing overlaps between grades and reducing the overall length of each grade.

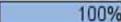
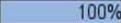
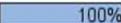
Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

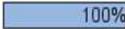
Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.04.01	Input to and implement the climate change working group recommendations, specifically to: work with national and local partners to explore alternative energy options for Council buildings; & review lifecycle replacement programme for Council buildings	Head of Property Services		<input type="text" value="30%"/>	31-Mar-2023	Ongoing. Proposal to undertake detailed energy modelling of East Fulton PS (archetype) to facilitate design and development of enhanced and

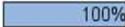
Action Code	Action	Managed By	Status	Progress	Due Date	Update
						integrated energy efficient 'Enerphit' refurbishment options approved.

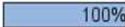
Outcome 5: Working together to improve outcomes

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.05.01	Successfully develop and lead the delivery of the new Right for Renfrewshire transformation programme across the Council. Specifically, for 21/22 - scope out tranche 2 RforR workstreams; implement the service redesigns identified for tranche 1	Head of Digital, Transformation and Customer Services		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	31-Mar-2022	Progress continues to be made on RfR activities but at a slower pace than planned due to the impact of the pandemic on capacity. The programme is currently being reassessed to ensure it remains appropriate and continues to underpin the Council's financial sustainability. Service redesigns within Finance and ICT are ongoing and will be fully implemented in 22/23.
FRSDP21.05.02	Deliver £2.1m of savings through digital transformation of existing services through streamlined, flexible access and choice underpinned by self-serve digital channels and standardised, automated universal processes across the Council	Head of Digital, Transformation and Customer Services; Head of Finance & Business Services		<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%	31-Mar-2022	Progress of the review was impacted by the pandemic, with appropriate adjustments being made in the 2022/23 budget. It is expected work will continue over the course of 22/23.
FRSDP21.05.03	Optimise revenue collection balanced with ensuring that people are given appropriate advice and financial support suitable to their circumstances	Head of Customer & Business Services		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2022	Billing and collection activities have fully resumed. Advice and support continue to be offered where circumstances indicate that this may be required.

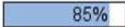
Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.05.04	Continue to make sure that all statutory duties are delivered, business operating models are maintained, ICT systems and support meet requirements, human resources activity and guidance remains, and high levels of customer services are still achieved	Senior Management Team			31-Mar-2022	The Head of Digital, Transformation and Customer Services ensures that all ICT systems and ongoing maintenance / support meets service and partner requirements. Customers are receiving high levels of service on line, on the phone and face to face services have resumed at Renfrewshire House on an appointment basis.
FRSDP21.05.05	Director of Finance and Resources Service chairs the Strategic Brexit Officer Group (SBOG), which will continue to monitor progress and engage with COSLA, the Scottish Government and other organisations as appropriate	Director of Finance & Resources			31-Mar-2022	The effects of Brexit will be incorporated into business as usual activity
FRSDP21.05.06	Ensure the preparedness of the Council for the next Scottish Parliament election due to be held on 6 May 2021 and Scottish Local Elections scheduled for May 2022	Head of Corporate Governance			31-Mar-2022	The Scottish Parliament Elections were the first national elections conducted under COVID restrictions. They were safely conducted and delivered in May 2021. Local government elections in May 2022 were successfully delivered.
FRSDP21.05.07	Continue to assess and improve the suitability of office accommodation post-pandemic and action the corporate asset strategy	Head of Property Services			31-Mar-2022	Post pandemic 'Organisational Recovery – Restart' capacity surveys and implementations ongoing in response to Government guidance.
FRSDP21.05.08	Develop a 12/24/36 month plan for the next phase of Business World to continue to exploit the functionality, to enhance service delivery and deliver efficiencies across the Council	Head of Digital, Transformation and Customer Services			31-Mar-2022	A short, medium and longer term plan (12/24/36 month) for the continued development of the ERP system has now been developed and agreed with core services. This plan is now being implemented.

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.05.09	Chair and participate in the Digital Board, who are responsible for the ownership of Digital across the Council and ensure that the Digital Strategy and the eight workstreams are implemented	Director of Finance & Resources; Head of Digital, Transformation and Customer Services			31-Mar-2022	The Digital Board has now been established and meets on a monthly basis. Senior stakeholders provide regular updates on activities within their own workstreams. The Digital Board is chaired by the Director of Finance and Resources and / or Head of Digital, Transformation and Customer Services.
FRSDP21.05.10	Lead on the Digital Foundations workstream from the Digital Strategy and implement action plan	Head of Digital, Transformation and Customer Services			31-Mar-2022	The Head of Digital, Transformation and Customer Services is the lead officer for the workstream Digital Foundations within the new Digital Strategy. A detailed action plan has been developed and is now being implemented. Regular updates are provided to the Digital Board.
FRSDP21.05.11	Lead on the Digital Skills workstream from the Digital Strategy and implement action plan	Head of People & OD			31-Mar-2022	A programme to implement the Digital Strategy "Digital Leadership & Skills" Workstream 2021/22 priorities has been progressing over the last 12 months as agreed with the Digital Board which includes Learning pathways in development with customisable content; Microsoft Office Specialist qualifications were launched which commenced in September 2021 at West College Scotland, with Fear Free Technology training scheduled to be rolled out in spring/summer 2022. The

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						development of a Digital on-line community was launched in January 2022 to provide opportunities to share ideas, and resources and ask a Digital Champion a question: Monthly communications are planned via the Take 5 and will feature quick tips, features by Digital Champions and digital challenges for staff to upskill this group in the technologies/themes being rolled out and provide a dedicated on-line channel for regular communications and information for staff. Training in building "Digital Leaders" which will provide specific resources to support managers in embedding digital capabilities across their team is being developed by identifying Digital Champions with recruitment of this group which was planned for February 2022 and developing specific resources to support managers in embedding digital capabilities across their team will be promoted and implemented to begin from Summer 2022.
FRSDP21.05.12	Lead on the Digital Council workstream from the Digital Strategy and implement action plan	Head of Digital, Transformation and Customer Services			31-Mar-2022	Digital and Robotic Process Automation (RPA) services are being deployed as detailed in the Digital Council action plan. All work scheduled to be undertaken in 2021/22 is complete.

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.05.13	Launch the new people strategy 'Our People Our Future 2021-2026', in spring 2021, with an immediate focus in 2021/22 on supporting the council's COVID-19 response and recovery plans with flexible & accessible supportive resources & training for all staff	Head of People & OD			31-Mar-2022	<p>After Board approval in March 2021 the following progress has been made across the 3 strategic priorities.</p> <ul style="list-style-type: none"> • Health & wellbeing: To support this, dedicated resource has been aligned and a project team has been formed. The team are reviewing the wellbeing strategy, which includes an annual action plan that incorporates a full calendar of health promotion activities. The Corporate Health Improvement group has been established, with a cross cut of members from all services and TU representation. A number of events have taken place over the course of the year, resources and guidance was promoted and provided for staff on various topics, with a strong focus on mental health awareness. The results of the Smarter Working Staff Survey carried out in June 2021 was shared with our Trade Unions and are informing an action plan of wellbeing supports for staff and our approach to interim ways of working throughout 2021/22. Mental Health First Aider (MHFA) training was launched. The suite of staff mental health resources and training continues to be reviewed to expand this and offer

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						<p>additional supports. Work on this programme will continue throughout 2022.</p> <ul style="list-style-type: none"> • New ways of working – post pandemic: The Smarter Ways of Working Survey results were used to inform the council's approach to organisational restart. Phase 1 and 2 of the council's interim operating model for Renfrewshire House was completed, allowing a gradual return to the office for staff who have been predominantly working from home throughout the pandemic. Phase 3 was completed during September allowing staff the option of 1 day a week in the office. Fortnightly meetings with the Trade unions are continuing to agree any future plans. In preparation for the return all policies guidance and health and safety protocols were reviewed and reinforced. Staff completed a depersonalisation of their workspaces to allow for a reconfiguration of office space and mandatory reinduction training for all staff was issued. More recently, office-based staff can now work up to 3 days a week within the workplace and this approach is being reviewed over the summer months. Frontline services continued to respond and adapt effectively in line with government

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						<p>guidance and following agreement with the trade unions in order to provide essential services.</p> <ul style="list-style-type: none"> • Staff communication and engagement: We are building on positively received staff communications throughout COVID, by continuing to work closely with internal communications to deliver clear information to staff during recovery with regular updates provided via Cosla and the Scottish Government while interim working arrangements are in place to ensure the safety and wellbeing of staff. To support and engage staff, a new employee benefits portal was launched in September 2021.
FRSDP21.05.14	Fully implement the Health, Safety & Well-Being Strategy 2018-21, Review the impact of the current strategy against the pandemic response to inform the development of a new Wellbeing Strategy in 2022	Head of People & OD			31-Mar-2022	<p>The Health Safety and Wellbeing strategy 2018-21 was not fully implemented in years 19/20 and 20/21 due to the impact of the pandemic. The changes to ways of working as well as the limited numbers of staff onsite removed the identified areas that provided opportunities for improvement. The team had to rapidly rethink the direction and approach, Areas that were tackled included mental health, Muscoskeletal impacts, particularly for home workers through revised DSE assessment and information</p>

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						as well as introducing the controls to manage Covid 19 transmission risk. A review is underway, and research and engagement is ongoing with trade unions and stakeholders to develop a new Wellbeing Strategy 2022-2025.
FRSDP21.05.15	Commence 'Leading Our Values' and 'Living Our Values' training roll out to all managers and staff and be reflected in our policies	Head of People & OD			31-Mar-2022	Training was provided for managers and staff during 2021 and a review of the impact of the training is scheduled to be carried out later this year. The process of embedding our values throughout our HR policies and corporate training has started. This commenced the cultural change journey of staff experiencing and demonstrating our values in their day-to-day interactions and behaviours. Work will continue embedding the Values throughout 2022.
FRSDP21.05.16	Ensure that people development being offered to staff will be flexible, accessible and on-demand supporting the council's immediate response to COVID-19 and our wider transformation plans	Head of People & OD			31-Mar-2022	Training and resources have been developed in a variety of formats and channels to allow staff access to training and support at flexible times in line with service needs and their own personal learning journey. Examples are our "Lead to Succeed" management development programmes launched in April 2021 and our refreshed people development suite of courses offered throughout the year including: Working in a Virtual Team,

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						Managing a Virtual Team, Communication Skills for Managers, Microsoft Office suite skills and a range of courses designed to support staff wellbeing, including Mindfulness, Building Resilience (delivered by SAMH), a Conversation About Anxiety (delivered by Choose Life) and many other topics. Courses are refreshed regularly, and new dates planned in line with current business requirements. Work on this programme will continue throughout 2022.
FRSDP21.05.17	Lead on the review of absence policy and procedures	Head of People & OD			30-Jun-2021	The Corporate Absence Review Group is currently leading the development and implementation of a change in the Supporting Attendance policy and processes. The group is chaired by the Head of People and Organisational Development. The group have met over the course of the year and further meetings have been planned throughout 2022. A briefing note was presented to CMT on 27 July 2021 outlining the scope of the review: Analysing our absence performance, Management data, Absence policies and procedures, Support to Managers and Organisational culture, focus and opportunities. Key leads within the group were

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						<p>identified and they would focus upon certain topics. As part of the wider project plan, A benchmarking exercise has been undertaken to look at what other authorities have implemented in relation to policy and support. This will inform our approach going forward. The OH contract has been reviewed and a revised contract has been developed, this will commence May 2022.</p>

Finance and Resources Service Development Plan 2021-22 Scorecard

Generated on: 03 May 2022



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

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FR.SDP.GFB.L GBF	Uncommitted General Fund Balance as a % of council annual budgeted net revenue				2.51%	N/A	N/A	N/A	Not measured for Quarters	<p>2020/21 figure taken from LGBF submission. The figure of 2.51% is an improvement on the 19/20 1.64% reported, however this is slightly lower than the Scottish average of 3.52%.</p> <p>The 2021/22 stat will not be available until the LGBF publish the 2021/22 data next year.</p>							
FRAMT01	Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council				9	6	0	6	Not measured for Quarters	<p>No applications were concluded during 2021/22. The applications currently being considered are all on target to be completed within the target timescale and will be reported as part of the 2022/23 figure.</p> <p>This indicator has now transferred to the Chief Executive's Service.</p>							

Outcome 3: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				14.73	24	18.1	24	11.75	24	14.31	24	16.19	24	18.1	24	Year to date processing speed for New Claims was well within target during Quarter 4 2021/22
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				4.47	10	7.94	10	3.88	10	6.04	10	7.14	10	7.94	10	Processing speed for Change of Circumstances was well within target for 2021/22.
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				2	2	2	2	2	2	2	2	2	2	2	2	Processing speed for Crisis Grants was within target for Quarter 4 2021/22.
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				6	15	10	15	9	15	9	15	12	15	9	15	Processing speed for Community Care Grants was well within target for Quarter 4 2021/22
FCSKPI012	Average speed of processing a Self-Isolation Grant in days				New indicator for 21/22		6	2	2	2	4	2	3	2	8	2	This target was extremely stretching due to the volatile nature of SISGs. The Service made necessary operational arrangements to support the assessment, processing, and payment of SISGs. During January and February an average of 1,928 applications were received compared to a monthly average of 654 prior to the Omicron variant.

Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSCSU07	Customer Service Unit - % of calls answered				95%	90%	97%	90%	97%	90%	96%	90%	98%	90%	98%	90%	Target has been achieved and maintained throughout the reporting year
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)				67%	70%	58%	70%	59%	70%	56%	70%	61%	70%	57%	70%	Several periods of increased calls through the year due to changes in restrictions and services offered as well as reduced resource levels due to leavers within the team caused a reduction in the service level through the year. Recruitment activity is on going to increase resource levels.
FCSKPI008	Cost of collecting council tax per chargeable dwelling				9.07	11.5	N/A	11.5	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		This figure is still being calculated for 2021/22 and will be available by Summer 2022
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				95.03 %	96%	95.48 %	96%	32.84 %	32.76 %	59.8%	60.27 %	87.26 %	87.98 %	95.48 %	96%	Following the substantial impact of the COVID pandemic in 2020/21 the Council has made significant progress in recovering the collection position.
FCSCOMPYPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				85.2%	85%	87.73 %	85%	96.25 %	85%	87.07 %	85%	90.56 %	85%	87.73 %	85%	269 Investigation complaints were received in total (April - March)(Qtr 1 - 4). To date, 236 complaints have been completed within the required timescale and 28 were complaint completed outwith timescale. Four cases are still being followed up within timescale with one complaint still being followed up outwith timescale.
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all				97.25 %	96%	95.5%	96%	98.62 %	96%	97.63 %	96%	96.84 %	96%	95.5%	96%	At the end of Qtr 4 a total of 217,573 invoices were received with 207,777 processed within 30 days (95.5%).

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	invoices paid council wide (cumulative)																
FRCMT14a	The proportion of operational accommodation in satisfactory condition.				95.1%	94%	N/A	94%	Not measured for Quarters	<p>The 2020/21 measure of condition shows a slight increase to 95.1%. These figures reflect the following changes:</p> <p>Floor areas increased by new extensions at</p> <ul style="list-style-type: none"> - Glendee Pre 5 Centre, - Paisley St Margaret's Nursery School - Williamsburgh Nursery School - Kilbarchan Primary School - Williamsburgh Primary School <p>New build - Spateston Early Learning & Childcare Centre</p> <p>Demolitions - Former Spateston Pre-Five Centre</p> <p>Lease Terminated – Clark St Depot</p> <p>Surplus – Roneil House</p> <p>Closed for Refurbishment - Paisley Arts Centre and Paisley Town Hall</p> <p>This indicator has now transferred to the Chief Executive's Service</p>							
FRCMT14b	The proportion of operational accommodation that is suitable for its current use.				92.1%	96%	N/A	96%	Not measured for Quarters	<p>As above, these figures reflect the following changes:</p> <p>Floor areas increased by new extensions at</p> <ul style="list-style-type: none"> - Glendee Pre 5 Centre, - Paisley St Margaret's Nursery School - Williamsburgh Nursery School - Kilbarchan Primary School - Williamsburgh Primary School <p>New build - Spateston Early Learning & Childcare Centre</p> <p>Demolitions - Former Spateston Pre-Five Centre</p> <p>Lease Terminated – Clark St Depot</p> <p>Surplus – Roneil House</p> <p>Closed for Refurbishment - Paisley Arts Centre and Paisley Town Hall.</p> <p>This indicator has now transferred to the Chief Executive's Service.</p>							

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSCORP01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)				5.64%	N/A	N/A	N/A	Not measured for Quarters		The percentage of support costs as a % of total gross expenditure has increased from 5.01% in 2019/20 to 5.64% in 2020/21, above the Scottish average of 4.06%. Raked position is now 30th in Scotland.						
FCABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)				8.12	8.5	7.77	8.5	1.71	2	1.86	1.9	2.38	2.3	2.24	2.3	During 2021/22 FARS has recorded a provisional overall absence rate of 7.77 days lost per FTE employee which is 0.73 days below the FARS target of 8.5, if covid-19 absences are removed, this figure is 6.89. Absence data is being reviewed and a confirmed annual figure will be available in early June 2022.
FCFOI07	% of FOI reviews completed within 20 days (Councilwide)				94.2%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	6 out of 6 reviews completed within timescales
FCFOI08	% of Finance and Resources FOI requests completed within timescale				95.4%	100%	99%	100%	98.5%	100%	96%	100%	97%	100%	95%	100%	There were 300 single service FOIs dealt with by FAR in 2021/22 and of these, 9 were submitted late. In three cases, this was due to an issue with the requester's contact information.
FCFOI10a	Number of FOI appeals to Scottish Information Commissioner				New indicator for 21/22		2	N/A	0	N/A	2	N/A	0	N/A	0	N/A	During 2021/22 only 2 appeals were received
FCFOI10b	Number of FOI appeals decided in favour of Council				New indicator for 21/22		0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	No appeals were decided during 2021/22
FCICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				93.6%	85%	94.1%	85%	93.4%	85%	93.2%	85%	93.2%	85%	94.1%	85%	ICT are happy with current performance whilst still looking to make subtle changes to improve further
FCICT002	Percentage of IT service requests fulfilled within				87.1%	85%	87.1%	85%	87.1%	85%	87.1%	85%	87%	85%	87.1%	85%	ICT are happy with current performance whilst still looking to

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	target fix time (annual cumulative figure)																make subtle changes to improve further
FCSICT004	Percentage of uptime for key IT systems				99.98 %	99%	99.99 %	99%	99.99 %	99%	99.99 %	99%	99.99 %	99%	99.99 %	99%	ICT are happy with current performance whilst still looking to make subtle changes to improve further
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.26 %	97.27 %	97.21 %	97.27 %	97.12 %	97.27 %	97.15 %	97.27 %	97.18 %	97.27 %	97.21 %	97.27 %	Follow up continues to be run each month. Both the current year and previous years' collection is monitored and the 2021/22 position was down slightly on that for 2020/21
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				89.91 %	98%	92.61 %	98%	18.25 %	20.17 %	36.92 %	51.4%	76.81 %	81.65 %	92.61 %	98%	Following changes to the recovery profile and timetable, Non Domestic Rates recovery follow-up was delayed for 21/22 and this, coupled with the ongoing and significant impact of the COVID pandemic, has affected the collection rate for 21/22. It is anticipated that this position will be recovered during the next financial year.
FCSKPI133	Percentage of Audit Plan completed (cumulative)				94.5%	95%	92.1%	95%	22%	19%	43.3%	42.8%	64.1%	66.5%	92.1%	95%	One team member has been absent since 29/11/22 which means team capacity has been reduced by 16.7%. One Review was carried forward into 2022/23 due to the fact that a new policy is expected to be introduced in August 2022. Management all reviewed assignments and reduced time allocated to complete them where possible
FRCOMPFL	F&R Front Line complaints (Cumulative)				87.44 %	85%	75.87 %	85%	76.81 %	85%	70.95 %	85%	75.59 %	85%	75.87 %	85%	286 Complaints received in total (Apr - Mar). 217 have been completed within timescale, 5 are still being followed up outwith timescale and 64 have been completed late. Target has not been achieved for this period.
FRSDP.SME01	Average days Small and Medium				New indicator for 21/22		11.84	28	7.14	28	9.11	28	10.99	28	11.84	28	At the end of Qtr 4 (01/04/21 - 13/04/22) 75,855 SME invoices were received of which 69,172 were

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	sized businesses invoices paid																processed within 28 days with the average days to process an invoice reported at 11.84 days



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Environment & Infrastructure

**Heading: Environment & Infrastructure Service Improvement Plan 2022/23-24/25
and Service Delivery Plan 2021-22 Outturn Report**

1. Summary

- 1.1 The Service Improvement Plan links to the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a set of documents which provide the strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan. The Service Improvement Plan is included as Appendix 1 to this report.
 - 1.2 The global COVID-19 pandemic has had a significant impact on how services are delivered and the needs of the community. Consequently, services produced Service Delivery Plans for 2021/22 outlining the actions they would take to assist in recovery. A detailed outturn report is included as Appendix 2.
 - 1.3 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board.
 - 1.4 This plan is presented to the Finance, Resources and Customer Services Policy Board for approval of the areas within this Board's remit only. The plan and covering report will also be submitted to the Infrastructure, Land & Environment Policy Board for approval of the areas within that Board's remit.
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2. Recommendations

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

- 2.1 Approves the 2022/23 – 24/25 Service Improvement Plan for Environment & Infrastructure attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board;
 - 2.2 Notes the progress made in delivering the Service Delivery Plan 2021/22; and
 - 2.3 Agrees that progress in respect of areas of activity delegated to this Policy Board be reported to the Finance, Resources and Customer Services Policy Board in November 2022.
-

3. Background

- 3.1 Environment & Infrastructure has remained aspirational throughout the pandemic and early recovery period covered by the previous Service Delivery Plan. The Service Improvement Plan looks forward to continuous improvement and recovery through setting out our service priorities, the key tasks to be implemented and by when, and how we will measure progress. The first progress update on relevant actions and progress on the Service Improvement Plan 2022/23 to 2024/25 will be submitted to the Infrastructure, Land and Environment Policy Board in November 2022.
- 3.2 This Service Improvement Plan for Environment & Infrastructure covers the year 2022/23. The priority actions set out in section 6 of the attached Service Improvement Plan (Appendix 1) details the specific actions the service will progress in order to support the Council's immediate priorities and future direction and help deliver improved outcomes for Renfrewshire's communities.

4. Key Achievements 2021/22

- 4.1 The service's main focus over the last year has been to adapt and mitigate the continued challenges of COVID-19. This has been balanced with establishing service recovery and being able to continue to support our communities and businesses. Despite this challenging operating environment, the service has been able to deliver its services on a 'business as usual' basis and deliver a wide range of achievements across the service. Further detail on each achievement can be found in the Plan attached at Appendix 1. An out-turn report covering Environment & Infrastructure's performance during 2021/22 is also reported in Appendix 2.

4.2 A more detailed picture of achievements is included in the Service Improvement Plan appended to this report. The achievements relevant to the remit of this Board include:

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

Provision of meals during school holidays – Working in partnership with colleagues in Community Development and Learning, healthy meals have been provided to vulnerable young people during school holidays.

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

- Building Services continue to develop employees through their Trade Apprenticeship programme. Employees have been supported through various stages of the qualification in 2021/22.

Online School Payments – Cashless Catering – The roll out of the cashless catering technology to all primary, secondary, nursery and ASN schools has been completed in 2021/22. The system allows parents to pay for their child(ren)'s meals online and gives visibility of their child(ren)'s meal choices and anonymises free school meal entitlement. The new system has allowed quicker throughput for children using the school meals service.

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

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

Electric vehicle & charging infrastructure – In 2021/22, in support of the expansion of the Electric Vehicle Fleet, £275,000 has been invested. Additional charging infrastructure has been installed at the Underwood Road and Robertson Park depots. Public EV charging points have been added at Castle Semple Visitor Centre Lochwinnoch, Johnstone Town Hall, Montrose Care Home in Foxbar and various Council owned car parks across Renfrewshire.

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

Better use of technology – The service has developed several apps and has expanded the use of digital technology in 2021/22. These developments have provided vital support to staff in delivering frontline operational requirements. An increased focus on data analytics and performance information has been positively received across each service area.

Capital works carried out by Building Services

- Upgrading toilet facilities in schools
- Preparation of plumbing and electrics for new catering equipment to ensure the delivery of the Free School Meals extension in Ralston Primary School, Paisley Grammar and Mary Russell School.

Support for COVID-19 vaccination and testing centres – Environment & Infrastructure services supported the local efforts against COVID-19. Building Services supported the distribution of PPE to Care Homes throughout 2021/22. Vital soft facilities management services have been delivered across all 270 Council Buildings assisting the reduction of risk of infection among users of these buildings. Environment & Infrastructure have assisted in delivering contingency arrangements for vaccination and testing centres across Renfrewshire.

Service Awards

Facilities Management (Soft Services) won the ASIST award for Outstanding Contribution to Facilities Management in recognition of the innovative approach to the Soft FM service remodelling within educational establishments in 2021/22.

In September 2021, the service was awarded the Commitment to BICS Training & Assessment in Education Award at the BICS annual awards event.

5. What do we want to achieve?

- 5.1 A priority for all Council services is the recovery from the pandemic. For Environment & Infrastructure this means a particular focus on delivering a wide ranging and highly visible services to Renfrewshire's communities and businesses.
- 5.2 The service continues to contribute to the priorities set out in the forthcoming Council Plan, which will be presented to Council in September 2022. Environment & Infrastructure will also continue to contribute to the achievement of outcomes set in Our Renfrewshire, our 10-year Community Plan. Environment & Infrastructure leads on the Environment & Place agenda and will continue to support the key corporate high-level priorities of the Alcohol and Drugs Commission and the Economic Recovery Plan and Social Renewal Plan.
- 5.3 The service's key overarching priorities will be:
- COVID-19 recovery;
 - Modernisation of key business processes; and
 - Digitilisation of processes and service delivery.
- 5.4 Implementing an effective process modernised programme, supported by advanced digital service delivery, will allow Environment & Infrastructure to realise productivity improvements and support the Council's in the COVID-19 recovery process.

5.5 The current strategic priorities identified for Environment & Infrastructure reflect the opportunities identified by the service and are summarised as:

- **Right for Renfrewshire** - Environment and Infrastructure will support this next phase of the programme following confirmation of the service redesigns.
- **Climate Emergency** - On 27 June 2019, the Council declared a climate emergency and has pledged to make Renfrewshire carbon neutral by 2030. The Council has established a programme of work to develop Renfrewshire's plan for net zero. Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change.
- **Electrification and Sustainable Travel** - This will support sustainable travel planning to create modal change encourage greater use of electric vehicles and bikes.
- **People Strategy** - This five-year plan from 2021- 2026 will focus on supporting staff through COVID-19 recovery, service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.
- **Use of digital technology** - The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service and support the roll out of the digitalisation of front-line services.
- **Staff engagement** – Embedding the new approach to staff engagement at all levels across the service, with a particular focus on listening, involving, and supporting front line employees in the context of COVID-19 restrictions and guidelines.

5.6 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions in the Plan at Appendix 1, set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation timetable, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.

6. Monitoring progress

6.1 Implementation of the Service Improvement Plan will be monitored, and relevant activities and progress will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis.

6.2 Greater detail of the specific actions the service will progress can be found in Section 6 of our Service Improvement Plan, included as an appendix to this report.

- 6.3 Full details of progress against the actions and performance indicators in Environment and Infrastructure's Service Delivery Plan for 2021/22 are included as appendix 2 to this report. The appendix outlines whether the targets were met and actions were progressed in line with the anticipated timescales, alongside an explanation of performance. Over the coming months the service will be reviewing performance to consider the impact of pandemic recovery and other factors and will review targets accordingly. This work also feeds into the development of the new Council and Community Plan and their refreshed scorecards, ensuring that the focus of both the service's actions and performance indicators are closely aligned to the Council's overall priorities. Any changes to the indicators, additional indicators or renewed targets will be outlined in the mid-term report to this Board in the autumn.

Implications of the Report

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none

12. COSLA Policy Position – none.

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

List of Background Papers:None

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Environment & Infrastructure

Service Improvement Plan 2022-2025

1. Introduction

- 1.1 This Service Improvement Plan for Environment & Infrastructure covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. As restrictions continue to ease and public services can have a greater focus again on business as usual, the Council is once again producing three-year improvement plans.
- 1.3 The major factors that this Service Improvement Plan will require to respond to are the ongoing recovery from the pandemic, the challenging financial environment and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to elected members after the summer recess later this year. It will set out the high-level strategic outcome the Council intends to achieve and detail the steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:
- Place: What we do to support our economy, our infrastructure, our assets
 - People: What we do to support our communities and individual residents
 - Sustainability: What we do to address climate issues and promote sustainable services and communities
 - Living Our Values: What we do in terms of our organisational behaviours and approaches
- 1.5 The Community Plan is a ten-year plan and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to elected members and the Community Planning Partnership after the summer recess.
- 1.6 Service Improvement Plans informs each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and

improvement activity within the service as well as providing context for budget decisions.

- 1.7 Environment & Infrastructure contribute towards the following partnership plans;
- Local Government Benchmarking Framework (LGBF)
 - Renfrewshire Community Planning Partnerships
 - Clyde Valley Waste Partnership
 - Transport Scotland Bus Partnership Fund
 - Renfrewshire Health & Social Care Partnership Strategic Plan
 - Strathclyde Partnership for Transport
- 1.8 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, Environment & Infrastructure will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

- 2.1 Environment & Infrastructure is responsible for the provision of every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,500 employees, employed on a full-time or part-time basis, with a gross expenditure budget of approximately £70.3 million. Frontline services are delivered at around 270 Council premises, to over 91,000 households and businesses, and support more than 849 km of roads and transport infrastructure.

Environment & Infrastructure has two main service areas/groupings, Operations and Infrastructure and Facilities Management Services.

The overall core aims of the service are to deliver:

- **Operations and Infrastructure Services:**
Waste, Streetscene, Roads, Infrastructure & Transportation, Fleet and Social Transport and Sustainability & Place.
- **Facilities Management & Property Services:**
Hard & Soft Services: includes janitorial, cleaning, catering, school crossing patrollers, repairs, maintenance and compliance in schools and public buildings, Building Services operations.

3. Overview of Achievements 2021/22

As part of the Council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021/22. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report on that Service Delivery Plan has also been presented to this Board. The outturn details the achievements of Environment & Infrastructure during 2021/22 and sets out progress against actions and performance targets. These achievements include;

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

ROADS INVESTMENT PROGRAMME

The roads capital investment programme for 2021/22 commenced in April 2021. Planned carriageway resurfacing works included significant ambassador routes through Renfrewshire such as the St James Interchange, Barrhead Road and Glasgow Road. In total, 90 carriageways and 38 footways have been resurfaced.

CAPITAL INVESTMENT PROGRAMME

- Roads and Footways upgrade programme - £9.1 million
- Active Travel and Bus Infrastructure
- Completion of works on the White Cart footbridge and strengthening of Crosslee Bridge
- #YouDecide Community Investment Fund Campaign - £500,000
- Cemeteries Estate improvements
- Upgrading toilet facilities in schools

INVESTING IN PARKS AND CEMETERIES

During 2021/22 Environment & Infrastructure has invested in Renfrewshire's parks and cemeteries. An investment of £2.284 million to support improvements in outdoor access and play areas was agreed for over 2021/22 and 2022/23. £1.25m from the Strategic Asset Management Fund was set aside specifically for park investment. The Scottish Government awarded Renfrewshire a capital grant of £158,000 for 2021/2022. Environment & Infrastructure planned to complete 14 renewals of park infrastructure and 7 refurbishments between 2021/22 and 2022/23. A further capital grant of £155,000 for play areas was awarded by the Scottish Government for 2022/2023.

The total capital investment in cemeteries is £320,210 for 2022/23. Funding is committed this financial year for roads and drainage and other minor works in cemeteries including;

- Work commissioned for renewed signage for all cemeteries.
- Work commissioned for drainage connection onto Scotts Road.
- Next phase of major works for drainage and road surfaces being commissioned for Hawkhead Cemetery.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

PROVISION OF MEALS DURING SCHOOL HOLIDAYS

Working in partnership with colleagues in Community Development and Learning, healthy meals have been provided to vulnerable young people during school holidays.

CREATING EMPLOYMENT OPPORTUNITIES

Several service areas employed staff through the Scottish Government's Kickstart Scheme. Working with colleagues in Invest in Renfrewshire, Kickstart has been developed to create 6-month placements for 16 to 24 year olds most at risk from long term unemployment. The placements support young people to develop skills and experience needed to find work after completing the 6 months.

ONLINE SCHOOL PAYMENTS – CASHLESS CATERING

The roll out of the cashless catering technology to all primary, secondary, nursery and ASN schools has been completed in 2021/22. The system allows parents to pay for their child(ren)'s meals online and gives visibility of their child(ren)'s meal choices and anonymises free school meal entitlement. The new system has allowed quicker throughput for children using the school meals service.

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

SUPPORTING THE COUNCILS PLEDGE TO BE CARBON NEUTRAL BY 2030

Environment & Infrastructure activities continue to make a critical contribution towards Renfrewshire being carbon neutral by 2030. It has an active role in this process and already delivers a number of programmes to help mitigate climate change:

- Leading on the Environment & Place agenda;
- Playing a key role in the promoting and encouraging waste minimisation through reducing, reusing and recycling;
- Assisting communities to mitigate flooding;
- Embedding sustainable travel planning across the Council and improving our fleet utilisation;
- Increasing our use of alternative fuels to impact positively on levels of CO₂ being emitted by the public vehicle fleet; and
- Reducing emissions from our public space lighting as a result of the implementation of the LED replacement programme.

ENVIRONMENT & PLACE INVESTMENT

Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change.

- In 2021, 8,965 volunteers removed 18,056 bags of litter, weeds or detritus during 4,696 events.
- 771 clean up events have taken place in the Big Spring Clean 2022 and removed 2,345 bags of litter.
- Continued additional and targeted mechanical street cleaning and gully cleaning with over 3,000 tonnes of waste collected.
- Supporting community and volunteer participation with an emerging interest throughout 2021/22 of volunteers delivering grounds maintenance work, further improving local areas.

ELECTRIC VEHICLE & CHARGING INFRASTRUCTURE

In 2021/22, in support of the expansion of the Electric Vehicle Fleet, £275,000 has been invested. Additional charging infrastructure has been installed at the Underwood Road and Robertson Park depots. Public EV charging points have been added at Castle Semple Visitor Centre Lochwinnoch, Johnstone Town Hall, Montrose Care Home in Foxbar and various Council owned car parks across Renfrewshire.

Funding of £75,000 has been awarded from the Low Carbon Travel and Transport Fund and has been invested in a further public charging point at Stow Brae Car Park in Paisley.

Strategic Outcome 5: Working together to improve outcomes

SUPPORT FOR COVID-19 VACCINATION AND TESTING CENTRES

Environment & Infrastructure services supported the local efforts against COVID-19. Building Services supported the distribution of PPE to Care Homes throughout 2021/22. Vital soft facilities management services have been delivered across all 270 Council buildings assisting the reduction of the risk of infection among users of these buildings. Environment & Infrastructure have assisted in delivering contingency arrangements for vaccination and testing centres across Renfrewshire.

SERVICE AWARDS

Waste Operations won the Outstanding COVID-19 Response Award at the Chartered Institute of Waste Management Scottish Resources Awards in September 2021. The panel were impressed with the quick and effective response of the service and household waste recycling centres to ensure the continuation of service, tackling the challenges of frontline resourcing, operation safely and significant increases in waste arisings.

Facilities Management (Soft Services) won the ASIST award for Outstanding Contribution to Facilities Management in recognition of the innovative approach to the Soft FM service remodelling within educational establishments in 2021/22.

In September 2021, the service was awarded the Commitment to BICS Training & Assessment in Education Award at the BICS annual awards event.

Against stiff competition from across the UK, Team Up 2 Clean Up were short listed for an MJ award in 2021/22. The campaign was also short listed for two Local Government Chronicle Awards for Community Involvement and Environmental Services. Although ultimately unsuccessful in final judging, these shortlist achievements showcase the quality of engagement that the TU2CU campaign has built and the commitment to delivering environmental outcomes to communities across Renfrewshire.

4. Our Strategic Context

4.1 National policy context

The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the national Strategic Framework for Recovery. Digital services have become much more widely used but in-person services are now returning as public health restrictions continue to ease. As the recovery progresses, the Council will work with staff, residents and partners to identify new ways of working which best meet the needs of our people and our communities.

4.1.1 **COVID-19**

Under the provisions of the Health Protection (Coronavirus, Restrictions) (Directions by Local Authorities) (Scotland) Regulations 2020, local authorities in Scotland have additional powers relating to the coronavirus. This allows them to take specific actions, under certain circumstances, to prevent, protect against and/or control the spread of coronavirus, and to provide a public health response to outbreaks.

4.1.2 **Climate Emergency**

Renfrewshire Council declared a climate emergency in 2019 and continues to progress work which aims to have the council reach Net Zero by 2030. More detailed plans on this will be published over the course of 2022. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3,000 for localised initiatives which meet their community's needs and align to the Council's drive towards Net Zero. Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change. It leads on the Environment and Place agenda, a £2.5million investment across five years which is making a difference to the cleanliness of streets in Renfrewshire and improving the local environment.

4.1.3 **The Clyde Valley Waste Management Project**

The service has a key role in promoting and encouraging waste minimisation through reducing, reusing and recycling. The recent waste service change has delivered positive outcomes with Renfrewshire's households helping to reduce their residual waste and presenting more recyclable waste. The Clyde Valley Waste Management Project, Treatment & Disposal of Residual Waste commenced operation on 7th January 2020. This will assist the Council in meeting its landfill diversion targets, with over 90% of waste becoming refuse derived fuel which will be used to generate renewable energy.

4.1.4 **Clyde and Loch Lomond Flood Risk Management Strategy**

It works closely with SEPA on matters relating to flooding and the development of the Clyde and Loch Lomond Flood Risk Management Strategy has set a framework for action for the Council to address flooding in areas at most risk. This assists communities to become more resilient to the impacts of global warming and climate change.

4.1.5 **Sustainable Travel**

The service has also embedded sustainable travel planning across the Council. This has encouraged more efficient and effective methods of sustainable travel; increased the use of electric vehicles while improving our fleet utilisation.

4.1.6 **CO₂ Emissions**

Increasing our use of alternative fuel will have a positive impact on levels of CO₂ being emitted by the public vehicle fleet. In recent years the service has made a significant impact on reducing CO₂ emissions from our public space lighting as a result of the implementation of the LED replacement programme.

4.1.7 **UK Leaving the EU**

The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding

and will be allocated to local authorities according to a funding formula. More detail is expected over the next few months.

4.1.8 **Early Years Strategy (1140 hours)**

The Scottish Government implemented an increase in early learning and childcare entitlement from 600 to 1140 hours per year in August 2021, referred to as the Early Years Strategy (1140 hours). This was delayed a year due to the Covid-19 pandemic. This expansion covers all 3 and 4-year olds and eligible 2-year olds and includes the provision of a free lunch to reduce the cost of childcare for parents. This provision has been implemented across Renfrewshire and Facilities Management work in conjunction with Children's Services to deliver hot, healthy nutritious lunches.

4.1.9 **The Nutritional Requirements for Food and Drink in Schools (Scotland) Amendment Regulations 2021**

The Scottish Government undertook a review of Nutrition Requirements for Food and Drink in Schools (Scotland) Regulations 2008. In 2017, a technical working group was established to provide evidence-based recommendations to progress school food further towards the Scottish Dietary Goals. Consultation based on these recommendations followed in 2018 and new regulations were implemented in 2020. As these regulations apply to the whole of the school day and not just to the lunch service, Soft FM has developed an informative training package on the guidelines to raise awareness to all staff working in schools.

In December 2021, the Scottish Government issued a temporary amendment to the regulations to allow for adaptations to be made to menus to address fluctuations in product availability without compromising the ability to fully comply with the Regulations. This was in response to the significant, unavoidable school food supply-chain issues experienced across Scotland.

4.1.10 **Deposit and Return Scheme for Scotland Amendment Regulations 2022**

The Deposit and Return Scheme for Scotland Amendment Regulations 2022 is the response to findings from a review of the implementation of the DRS published in December 2021 and feedback from a wide range of stakeholders, the Scottish Government laid amended regulations before the Scottish Parliament and the full implementation date will now be 16 August 2023. The establishment of a Deposit Return Scheme (DRS) will enable consumers to take single-use containers back and redeem a 20p deposit from any retailer selling drinks covered by the scheme, including plastic bottles made from PET (polyethylene terephthalate) plastic, aluminium and steel cans and glass bottles.

4.1.11 **Circular Economy Bill**

On 1 April 2020, the Scottish Government announced the introduction of the proposed Circular Economy Bill at the then current Parliamentary session would be postponed enabling resources to be directed towards tackling the Covid-19 pandemic. A circular economy is one where resources are kept in use for as long as possible. Consultation on the Circular Economy Bill opened in May 2022.

This forms part of wider plans for a change in the approach to reducing, reusing and recycling materials to help drive Scotland's circular economy, as part of Scotland's response to the global climate emergency.

4.1.12 **Memorial and Headstone Inspections**

Environment & Infrastructure has created a new Memorial and Headstone Inspections policy which will allow Renfrewshire to comply with Scottish Government guidance. This policy outlines the inspection process which will be implemented.

4.1.13 **Transport (Scotland) Act 2019**

The Transport (Scotland) Act 2019 was passed on 15 November 2019. The Act contains various provisions which will have an impact on the transport landscape for local authorities in Scotland going forward. The Act sets out the vision for Transport in Scotland over the next number of years and identifies key priority areas for improvement. These include provisions for improvements to public transport, introducing a ban on pavement parking and the creation of low emission zones across Scotland.

4.1.14 **National Transport Strategy 2 (NTS2)**

The Transport (Scotland) Act 2019 sets out a statutory requirement for Scottish Ministers to establish a national transport strategy for Scotland. The National Transport Strategy 2 (NTS2) was published on 5 February 2020 and sets out a vision for ‘... a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, business and visitors.’

This National Strategy has led to the development of a Regional Transport Strategy for the former Strathclyde area which will be published in late 2022. Once this Regional Strategy has been published the Council can then produce a local Transport Strategy for Renfrewshire. A new Renfrewshire Transport Strategy will be based on the priorities outlined in the National and Regional strategies but will be developed based on the local context of transport priorities within Renfrewshire.

In addition to the National Transport Strategy, Transport Scotland have produced the second Strategic Transport Projects Review (STPR2) which sets out a 20-year plan for transport investment based on the National Transport Strategy’s Priorities and in line with the Sustainable Travel and Investment hierarchies.

The interventions of the NTS2 have been set out in a consultation on the Second Strategic Transport Projects Review (STPR2) Summary Report. The consultation closed on 15 April 2022. This is one of the mechanisms for delivering the vision, priorities and outcomes for the NTS2.

4.1.15 **Regional Transport Strategy (RTS)**

Strathclyde Partnership for Transport (SPT) is preparing a new Regional Transport Strategy (RTS) for the west of Scotland to improve transport and travel in the SPT area over the next 15 – 20 years. The RTS will reflect the content of NTS2 and as such its process is being timed for publication just after NTS2.

4.2 **Local policy context**

4.2.1 **Economic Recovery Plan**

In December 2020, Council approved an [Economic Recovery Plan](#) for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.

4.2.2 **Social Renewal Plan**

The Council also has a [Social Renewal Plan](#) which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The plan was developed after consultation with communities, and the council continues to seek views on these issues through consultation exercises and our Public Services Panel. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.

4.2.3 **Alcohol and Drugs Commission**

Renfrewshire's [Alcohol and Drugs Commission](#) made its recommendations in 2020, setting out clear measures that partners across Renfrewshire need to take to reduce drug and alcohol related harms and promote recovery.

4.2.4 **Transformation Programme**

The Council's transformation programme continued throughout the pandemic but the launch of subsequent phases was paused. New phases of transformation will start during 2022. Environment & Infrastructure will support this next phase of the programme.

4.2.5 **Our Values**

More than 4,000 voices including our staff, local residents, partners, young people and community groups helped identify the values most important to us all that describe our promise to our communities, staff and partners and what people can expect of us. These values have been formally adopted by Renfrewshire Council and will guide how we deliver services and make decisions every day. Our Values are;

- We are fair. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
- We are helpful. We care about getting things right and are always approachable.
- We are great collaborators. We work as one team and with people who care about this place.
- We value learning to help us innovate, improve and deliver better services.

4.2.6 **Demographics**

Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has

considerable implications for Council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.

4.2.7 **Best Value Audit**

All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every Council term (i.e. every five years). [Renfrewshire's last inspection](#) was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the Council and each year, Audit Scotland publish an [overview report](#) detailing progress against the audit as well as scrutiny of Council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of Councils.

4.2.8 **Risk Management**

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

Risks	Evaluations
Our strategic risks	
Reducing inequalities in Renfrewshire	Very High
Economic	Very High
Unemployment	Very High
Climate sustainability and adaptability	High
Our corporate risks	
Financial sustainability	Very High
Cyber attack	High
Financial stability	High
Regulatory services/statutory activities	High
Our top service-specific risks	
Commercial vehicles and Operator's Licence	High
Headstones and Memorial safety	High

4.2.9 **Equality and Diversity**

Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.

4.2.10 **Technology and Data**

The service's key overarching priorities for 2022/23 to embrace technology and data will be:

- Use of new technology to improve service outcomes
- Redesign of key business processes; and
- Digital modernisation of service delivery
- Better use of data for business intelligence and insight.

This will build on the success of the gully maintenance app, the roll out of cashless catering within schools and will be further enhanced through the wider use of mobile technology across the service.

4.2.11 **Regeneration**

The service will support the economic regeneration and revitalisation of town centres with the service having a specific focus on the public realm and transport access.

4.2.12 **Asset Management**

The Council's Corporate Asset Management strategy sets out the overall framework for the strategic management of all Council assets. The Council has classified its assets into six categories:

- Property
- Open space
- Road infrastructure
- Fleet
- Housing Revenue Account assets
- Information and communication technology

Hard FM services maintain the majority of property and housing revenue account assets with Operations & Infrastructure responsible for the maintenance and development of open space, roads infrastructure and fleet assets to support communities, economic development and enable the Council to deliver services. In the current financial climate short and long-term planning for investment and maintenance in these assets is a key priority for the service.

Capital investment in our cultural and key physical infrastructure continues to move forward. Environment & Infrastructure plays a lead role in the delivery of the investment in our venues, public realm and transportation infrastructure to support better local economic development and support job creation and growth of local and new businesses. Physical renewal will also attract more visitors, new residents, students and potential further investment. Investment in our physical infrastructure will ensure that the town meets the need and purposes of those that live and work here

4.2.13 **Transport Improvements**

There continues to be a strategic focus on improving transport within Renfrewshire to facilitate the wider principles of placemaking and regeneration. The Council, along with Strathclyde Partnership for Transport (SPT), work to support the continued use and increased use of public transport following the COVID-19 restrictions.

4.2.14 Bus Partnership

The £2 million Bus Partnership Fund award will deliver junction improvements with bus priority measures across Paisley Town Centre. This project, prioritising pedestrians, cyclists and public transport users will be completed by March 2023.

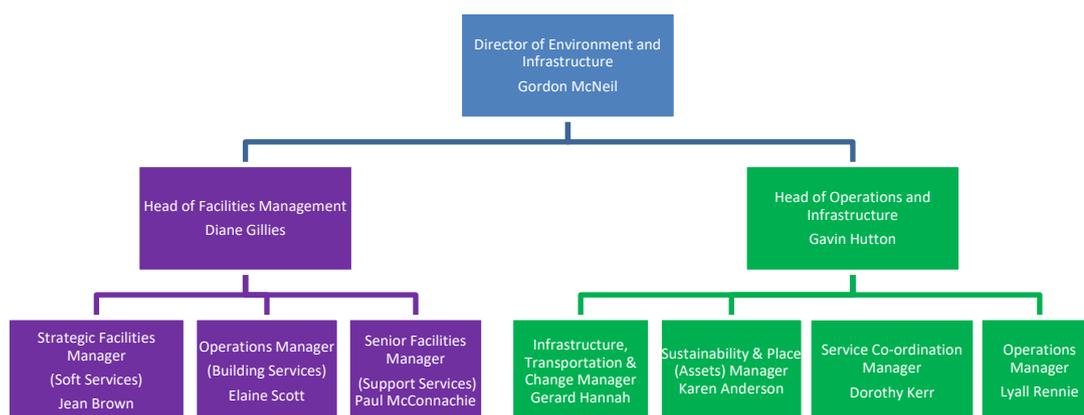
4.2.15 Levelling Up Fund

The £38 million award from the Levelling Up Fund for the area will include a new road bridge over the White Cart River, complimenting the recently refurbished footbridge. New road infrastructure and enhanced links between Paisley Town Centre, Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) will also form areas of investment.

5 Our Workforce

5.1 Environment & Infrastructure provides every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,500 employees, employed on a full-time or part-time basis.

5.2 The Senior Leadership Team are responsible for the strategic and operational elements of service delivery across Environment & Infrastructure.



Director of Environment & Infrastructure

Gordon McNeil is the Director of Environment & Infrastructure Services and a member of the Corporate Management Team. Gordon has overall responsibility for:

- Facilities Management
- Operations & Infrastructure

Gordon.mcneil@renfrewshire.gov.uk

Head of Facilities Management

Diane Gillies is Head of Facilities Management.

Facilities Management has three services to deliver key areas of activity, these are listed below (along with the manager for each service area).

- Soft Facilities Management (Jean Brown)
- Hard Facilities Management (Elaine Scott)
- Support Services (Paul McConnachie)

Diane.gillies@renfrewshire.gov.uk

Soft Facilities Management

Jean Brown is the Strategic Facilities Manager for Soft Facilities Management and is responsible for the following areas of service:

- Soft Facilities Services: janitorial, cleaning, catering, caretaking, housekeeping and school crossing patrollers.

Jean.brown@renfrewshire.gov.uk

Hard Facilities Management

Elaine Scott is the Senior Facilities Manager (Building Services) and is responsible for the following areas of service:

- Building Services Operations
- Repairs and maintenance for Housing and Public Buildings
- Streetlighting maintenance services

Elaine.scott@renfrewshire.gov.uk

Support Services

Paul McConnachie is the Senior Facilities Manager (Support Services) and is responsible for the following areas of service:

- Compliance in schools and public buildings.
- Life Cycle Maintenance in schools and public buildings
- Public Building Energy

Paul.McConnachie@renfrewshire.gov.uk

Note: Facilities Management services Service Improvement Plan and operational performance is reported to the Finance, Resources and Customer Services Board.

Head of Operations & Infrastructure

Gavin Hutton is Head of Operations & Infrastructure.

Operations & Infrastructure has four services to deliver key areas of activity, these are listed below (along with the manager of each service area).

- Infrastructure, Transportation and Change (Gerard Hannah)
- Sustainability, Place and Assets (Karen Anderson)
- Service Coordination (Dorothy Kerr)
- Operations (Lyll Rennie)

Gavin.hutton@renfrewshire.gov.uk

Infrastructure, Transportation and Change Manager

Gerard Hannah is the Infrastructure, Transportation and Change Manager and is responsible for the following areas of service in Operations & infrastructure:

- Roads & Transportation

Gerard.hannah@renfrewshire.gov.uk

Sustainability, Place and Assets Manager

Karen Anderson is the Sustainability and Place Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Waste Strategy
- Parks and play areas
- Cemeteries and memorial safety

Karen.Anderson@renfrewshire.gov.uk

Service Coordination Manager

Dorothy Kerr is the Service Coordination Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Complaints & Enquiries,
- Departmental Lead for
 - Freedom of Information, GDPR
 - Health & Safety, Training, Absence

Dorothy.kerr@renfrewshire.gov.uk

Operations Manager

Lyall Rennie is the Operations Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Waste Services
- StreetScene & Land Services
- Fleet & Social Transport

Lyall.rennie@renfrewshire.gov.uk

Note: Operations & Infrastructure services Service Improvement Plan and operational performance is reported to the Infrastructure, Land and Environment Board.

5.3 Our Partnerships and Providers

Environment & Infrastructure maintain a number of strategic partnerships with key bodies in order to develop shared objectives and design services that reflect national, regional and local community planning priorities. These include:

- Scottish Government & CoSLA
- Health and Social Care Partnership
- SEPA
- Zero Waste Scotland
- Scottish Water
- Soil Association
- Housing Associations
- Partnership Forums, Community Councils and tenants forums
- SCOTS
- Police Scotland
- SPT
- DVSA

5.4 Our Finances

All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the

impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes.

Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.

However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.

Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

Environment & Infrastructure have a revenue budget of approximately £50.95 million and £19.342 million capital budget for 2022/23.

6 Our Strategic Priorities

As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.

6.1 Strategic Priorities

6.1.1 Priority Actions – Place: What we do to support our economy, our infrastructure, our assets				
Action Code	What we will do?	What difference we will make?	Lead Officer(s)	Target Date
01	Deliver the 2022/23 roads and footways capital investment programme - £10.984 million	Improvements to the condition of roads and footways infrastructure	Infrastructure & Assets Manager	31-March-2023
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	Transportation & Development Manager	31-March-2023
03	Continue to develop and upgrade the Council's traffic light infrastructure from analogue to digital	Ensure that the Council's traffic light infrastructure is digitally compliant and supportive of an urban traffic control system	Transportation & Development Manager	31-March-2023
04	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire	Housing properties within Renfrewshire will be maintained to ensure safety and compliance for residents	Senior Facilities Manager (Support Services)	31-March-2023
05	Continuing to deliver repairs and compliance services to public buildings in Renfrewshire including schools	Ensure compliance legislation that Building Services delivers is provided within the 270 public buildings in Renfrewshire	Senior Facilities Manager (Support Services)	31-March 2023
New 06	Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	Infrastructure, Transportation & Change Manager	31-March 2023
07	Continue to develop first phase design proposals for connectivity and transportation to enable application for external funding for project delivery	Supporting delivery of Active Travel Strategy to improve outcomes for public transport options and deliver reduction in car journeys.	Infrastructure, Transportation & Change Manager	31-March 2023
08	Deliver an increase in cycling infrastructure across Renfrewshire	Improve active travel routes across Renfrewshire	Transportation & Development Manager	31-March-2023
New 09	Deliver Paisley Town Centre junction improvements as part of the Bus Partnership works	Public transport offering in Renfrewshire will be improved	Infrastructure, Transportation and Change Manager	31-March-2023
New 10	Update the Winter Maintenance Policy	Detail arrangements for dealing with ice and snow on our network and outline the decision-making process relating to matters such as	Infrastructure, Transportation & Change Manager	30-September-2022

		treatment priorities and when and how routes are treated.		
New 11	Update Road Safety Policy	Detailing the Council and relevant stakeholders role and responsibilities in relation to improving road safety in Renfrewshire.	Infrastructure, Transportation & Change Manager	31-December-2022
New 12	Develop and implement Unadopted Roads Policy	The service will have a strategic direction in relation to unadopted roads with clearly defined roles and responsibilities.	Infrastructure, Transportation & Change Manager	31-March-2023
New 13	Implement the requirements of the Transport (Scotland) Act 2019 including enforcement of restrictions on pavement parking	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	Infrastructure, Transportation & Change Manager	31-March-2024
New 14	Development of Low Emissions / Electrification Strategy	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	Infrastructure, Transportation & Change Manager	31-March-2023
New 15	Implementation of a revised approach to Car Parking in our town centres	Understand the use of the town centre on-street and off-street parking. Making our Town Centres more accessible for walking, wheeling and cycling.	Infrastructure, Transportation & Change Manager	31-March-2023
New 16	Develop a new Cemeteries Policy	Realignment of Cemetery rules, consideration of the available space and future plans for cemeteries in Renfrewshire	Sustainability, Place & Assets Manager	31-March-2023
New 17	Develop a new Open Space Strategy	Improving access to open spaces	Sustainability, Place & Assets Manager	31-March-2023
New 18	Work with colleagues in OneRen to improve access and opportunities to play tennis within Renfrewshire	Increase the opportunity for all to access tennis courts and encourage people in Renfrewshire to be active	Sustainability, Place & Assets Manager	31-March-2023

6.1.2 Performance Indicators: Place - What we do to support our economy, our infrastructure, our assets									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
01 (Maintenance) Carriageway Condition: % of road network considered for treatment									These are annual LGBF Indicators and relate to financial year 2020/21. The 2021/22 data will not be published until February 2023.
(i) A Class Roads	Years	2020/21	19.42%	22.5%		22%	%	%	
(ii) B Class Roads	Years	2020/21	23.68%	24.5%		24%	%	%	
(iii) C Class Roads	Years	2020/21	33.49%	36.5%		36%	%	%	
(iv) Unclassified Roads	Years	2020/21	34.33%	36.5%		36%	%	%	
02 (Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Years	2020/21	32%	32.5%		32%	%	%	This annual indicator measures the % of the total roads network were considered for treatment.
03 % of Statutory road inspections categories completed on target:									Targets are set by Scottish Road Works Commissioner.
Category A	Years	2021/22	100%	100%		100%	100%	100%	
Category B	Years	2021/22	100%	100%		100%	100%	100%	
Category C	Years	2021/22	100%	100%		100%	100%	100%	
04 % of pothole repairs completed within timescales	Quarters	2021/22	83%	80%		80%	80%	80%	In 2021/22, the service reported a total of 1,933 potholes.
05 % of reported street lighting faults which were attended within the 7-day timescale	Quarters	2021/22	99.9%	95%		95%	95%	95%	In 2021/22, the service attended 5,301 active street lighting repair faults. 3,929 were completed and 1,372 were planned for maintenance.
06 % of Overall repairs completed within time by building services	Quarters	2021/22	93.6%	95%		80%	90%	90%	In 2021/22, 48,782 repairs were completed within time by Building Services.

4.2.3 Performance Indicators - Place: What we do to support our economy, our infrastructure, our assets
 (PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
07 average length of time taken to complete non-emergency repairs – public buildings	Quarters	2021/22	17.24	15		15	15	15	The non-emergency repair average time over the year has been impacted by supplier delays due to the impact of COVID. There has also been an impact on the supply chain for materials that has increased the average repair time. The anticipated position of 22/23 is still under pressure and will continue to be monitored.
08 % of compliance tasks undertaken per year – Statutory compliance for public buildings	Quarters	2021/22	72%	90%		80%	90%	90%	The performance is below target due to the issues experienced with allocation of contractors and resources due to the COVID-19 pandemic. Statutory compliance includes water checks. In 2021/22 the administration process of the water checks changed, and the recording of the check completion is currently running behind. This is

									reflected in the 72%. If water compliance checks are removed, the service is performing at 82% of all other statutory compliance checks completed on within 2021/22.
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6.2.1 Priority Actions - People: What we do to support our communities and individual residents				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	Infrastructure, Transportation & Change Manager	31-March-2023
02	Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply	Children will be provided with hot, healthy, nutritional meals and return to school ready to learn	Strategic Facilities Manager (Soft Services)	31-March-2023
New 03	Work in partnership with Community Learning and Development Team as an integral part of the holiday programme through the provision and delivery of healthy meals	Children will be provided with healthy meals during school holiday periods helping to tackle food poverty and support families in Renfrewshire	Strategic Facilities Manager (Soft Services)	31-March-2023
New 04	Deliver the expansion of free school meals to all P1 – P5 children and to all ASN pupils	All primary school children in P1 – P5 and ASN pupils will benefit from a healthy meal every day which will impact positively on families' finances and wellbeing.	Strategic Facilities Manager (Soft Services)	31-August-2022
New 05	Carry out capital improvements in school kitchens, in line with Scottish Government capital funding, to maintain the delivery of free school meals to all P1 – P5 pupils and all ASN pupils.	Kitchens will be better equipped to deliver hot, healthy, nutritious school meals based on the expansion of free school meal entitlement.	Strategic Facilities Manager (Soft Services)	31-August-2022
New 06	Work with the Scottish Government to deliver the further expansion of free school meals to all P6/P7 pupils and to deliver a free breakfast service for all primary school pupils	All primary school and ASN pupils will benefit from a healthy breakfast and lunch meal every day which will impact positively on families' finances and wellbeing.	Strategic Facilities Manager (Soft Services)	31-May-2026
07	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus	School meal uptake will increase, resulting in more children and young people taking healthy meals.	Strategic Facilities Manager (Soft Services)	31-March-2023
08	Provide employment and training opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Senior Leadership Team	31-March-2023
New 09	Provide trade apprenticeship opportunities in Building Services for young people residing in Renfrewshire.	Young people will achieve a recognised skilled Building Services trade.	Operations Manager (Building Services)	31-March-2023

10	Continue to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the Period Products (Free Provision) (Scotland) Bill	Removal of the stigma of period poverty with young people having access to free sanitary products in schools.	Strategic Facilities Manager (Soft Services)	31-March-2023
New 11	Consult with local residents, especially children, on choice of equipment to be implemented for playpark improvements throughout Renfrewshire.	Improve accessibility for all Renfrewshire residents with particular benefit to those with physical disabilities. Modernising and increasing the play value of the equipment in our parks and play areas.	Sustainability, Place and Assets Manager	31-March-2023

6.2.2 Performance Indicators - People: What we do to support our communities and individual residents (PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/ 23 Annual Target	2023/ 24 Annual Target	2024/ 25 Annual Target	Comments
01 % uptake of free school meals in primary schools	Quarters	2021/22	49.3%	75%		52%	58%	62%	School meal uptake in Primary and Secondary Schools has been impacted by the pandemic, when a more limited lunch offering and dining experience was offered. Over the course of this school year we have been able to return to a pre covid offering, pupils have started to return with the service working with pupils, teachers and parent to develop a new menu from January 2022. There has been positive feedback to this new menu and the service has seen an increase in uptake over the last few months. Taster sessions are organised with schools and working with schools on an individual basis
02 % uptake of free school meals in secondary schools	Quarters	2021/22	32.3%	49%		35%	38%	41%	

05	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)	Contribution to achieving the Council's carbon management reduction targets	Head of Operations & Infrastructure	31-March-2023
06	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)	The quality and quantity of recycle will be improved and levels of residual waste reduced.	Head of Operations & Infrastructure	31-March-2023
New 07	Further develop the digital application software for Waste Management system	Improved service excellence with regards to bin collections to empty all bins first time every time. Further work will deliver improvements for APOs and Trade waste services.	Operations Manager	31-August-2022
New 08	Prepare site at Linwood for improved bin store facility and consideration of the infrastructure required to fulfil the Deposit Return Scheme and future requirements for segregation of waste.	Improved security and stock control of bin stores. Establishment of a facility to provide sorting of waste in line with the requirements of the Deposit Return Scheme, reducing single use plastic and encouraging a circular economy.	Operations Manager	31-March-2023
New 09	Implement schedule for grass cutting and vegetation cutback in rural areas and on core path network	Improved service delivery and customer satisfaction	StreetScene Manager	31-March-2023
10	Develop and implement a long-term sustainable leachate and surface water management plan for Linwood Moss.	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	Sustainability, Place and Assets Manager	31-March-2023
New 11	Develop a new Waste Strategy Policy	Improve the waste collection focusing on increasing recycling and reducing waste diverted to landfill	Sustainability, Place and Assets Manager	31-March-2023
New 12	Deliver Christmas Lighting in 3 towns and 12 villages.	The provision of town and village lighting displays will be delivered on time, in line with event timetables.	Infrastructure and Assets Manager	25-December-2022
New 13	Install fixed and mobile cameras to deter or help identify flytipping in hotspot areas	Cameras will be installed with 3 PTZ (pan, tilt and zoom cameras). Fixed to lighting columns in identified flytipping hotspot areas, they will help deter offenders and provide evidence towards prosecution.	Operations Manager	31-March-2023

		<p>One mobile camera will be used by the Environmental Task Force to manage and relocate this to address other hotspots where no power is available.</p> <p>Local areas will have less flytipping.</p>		
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6.3.2 Performance Indicators - Sustainability: What we do to address climate issues and promote sustainable services and communities

(PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/ 23 Annual Target	2023/ 24 Annual Target	2024/ 25 Annual Target	Comments
01 Street Cleanliness Score - % of areas assessed as clean	Years	2020/21	93.6%	92%		92%	92%	92%	Council Plan Indicator/ LGBF Indicator This is an annual LGBF Indicator and relates to financial year 2020/21. The 2021/22 data will not be published until February 2023.
02 Amount of CO ₂ emitted by the public vehicle fleet	Years	2021/22	3,223	3,000		3,000	3,000	3,000	Council Plan Indicator The amount of CO ₂ emitted by the public vehicle fleet has increased from 2,992 in 2020/21 to 3,223 in 2021/22. This is above target of 3,000 due to the increased number of vehicles in the fleet.
03 % of the vehicle fleet which uses alternative fuels, such as electricity	Quarters	2021/22	25%	25%		25%	25%	25%	Council Plan Indicator This indicator measures the percentage of the Council's vehicle fleet which uses alternative fuel such as electricity
04 Reduce the amount of CO ₂ emitted from public space lighting	Years	2021/22	1,246	1,700		1,500	1,500	1,500	Council Plan Indicator Future years targets reflect the impact of the street lighting investment.
05 % of bins uplifted first time	Quarters	2021/22	99.8%	99.9%		99.8%	99.8%	99.8%	In 2021/22, the service collected bins from around 91,000 households.
06 Complete Inspection process for all	Years	2021/22	38%	20%		65%	100%	100%	This indicator reflects the percentage of

headstones and burial grounds									burial grounds that have been inspected in line with the Memorial and Headstone inspection policy.
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2022 Annual Target	2023 Annual Target	2024 Annual Target	Comments
07 % of Household Waste Recycled	Years	2021	Awaiting Data	50%		50%	50%	50%	Legislative changes will need to be considered in relation to the impact on the materials that will be processed. There will be a difference in the production in waste due to behavioural changes influenced by economic downturn. Once DRS, EPRS and Circular Economy are implemented there will be resultant effects on the recycling rates. Improvement works at the Household Waste Recycling Centres, campaigns in Renfrewshire schools along with a widespread communications campaign are all being implemented to improve recycling rates through encouraging and educating people to place the right material in the right bin.
08 % of Household waste collected which is landfilled	Years	2021	Awaiting Data	5%		5%	5%	5%	Awaiting verified data from SEPA

6.4.1 Priority Actions – Living Our Values: What we do in terms of our organisational behaviours and approaches				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Provide our employees with the appropriate support to manage their attendance, health and wellbeing	Sickness absence levels and costs will be minimised	Senior Leadership Team	31-March-2023
02	Implement the Council's People's Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively	Senior Leadership Team	31-March-2023
04	Active participation in Council's Right for Renfrewshire Transformational Programme	The service will play its role in delivering cross cutting change	Senior Leadership Team	31-March-2023
05	Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	Infrastructure, Transportation and Change Manager	31-March-2023
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation	The number of vehicles in the Council's fleet will be reduced and its effectiveness maximised	Operations Manager	31-March-2023
07	Deliver improvements in the Council's Cemeteries estate	The condition of cemetery infrastructure will be improved	Sustainability, Place and Assets Manager	31-March-2023
08	Provide an integrated FM service across the Council for public building and housing repairs and compliance	An integrated approach to service provision will be delivered, improving customer service and efficiency	Head of Facilities Management	31-March-2023
09	Support the Council to implement the Business World system	Ensure the full benefits of the Business World system are realised	Head of Facilities Management	31-March-2023
10	Embed new approaches to staff communication and engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service	Senior Leadership Team	31-March-2023
11	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-March-2023
12	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-March-2023
13	Review Health & Safety and Risk Assessments	Health and Safety and Risk Assessment are managed more effectively	Senior Leadership Team	31-March-2023
14	Ensure robust financial monitoring is in place to support the COVID-19 recovery	Services will be able to monitor and plan their resources more efficiently	Senior Leadership Team	31-March-2023
New 15	Continue to work with existing and establish new 'Friends of' groups to	Develop, in partnership with 'Friends of' groups, improvements in maintaining	Sustainability, Place and Assets Manager	31-March-2023

	support implementation of the Community Empowerment Bill	and improving the environment attracting more people into the park and the local area.		
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6.4.2 Performance Indicators – Living Our Values: What we do in terms of our organisational behaviours and approaches

(PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarters	2021/22	15.5	13.7		13.7	13.7	13.7	<p>During the last year absence rates have been slightly above target. This has been exacerbated by some long-term absences who were awaiting NHS appointments or treatment, which were delayed because of the impact of Covid. We have been working with our employees to facilitate their return to work and the absence rates are decreasing.</p> <p>The two main reasons for absence are Musculoskeletal and joint disorders accounting for 30.50% and psychological (non-work related) absence accounting for 30.06%.</p> <p>Operational staff have been working hard to help address mental health issues across the workforce and we now have a team of mental health first aiders within the department.</p>
02 % of members enquiries completed within timescale by E&I	Quarters	2021/22	86.7%	85%		85%	85%	85%	The service deals with over 85% of all elected members enquiries within the Council. At the end of March 2022, the service dealt with 4,722 elected members enquiries.
03 % of FOI requests completed within timescale by E&I	Quarters	2021/22	99%	100%		100%	100%	100%	In 2021/22 the service received 367 FOIs.

04 % of front line resolutions dealt with within timescale by E&I	Quarters	2021/22	80.8%	85%		85%	85%	85%	In 2021/22 the service received 6,609 front line resolutions. Technical difficulties at the start of the year have resulted in lower than target response times. As the year progressed, this was resolved, and target timescales were exceeded.
05 % of complaint investigations completed within timescale by E&I	Quarters	2021/22	64.8%	95%		85%	85%	85%	In 2021/22 the service had dealt with 732 complaint investigations. As with frontline resolution complaints performance at the start of the year was impacted by technical issues and staff changes. The performance in the second half of the year has improved considerably and exceeded the target.

6.5 Data Only 									
Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
06 Cost of Maintenance per Kilometre of roads	Years	2020/21	£17,495	n/a		n/a	n/a	n/a	LGBF Indicators These are annual LGBF Indicators and relate to financial year 2020/21. The 2021/22 data will not be published until February 2023.
07% of adults satisfied with parks and open spaces	Years	2020/21	83.5%	n/a		n/a	n/a	n/a	
08 Cost of parks and open spaces per 1,000 of the population	Years	2020/21	£28,240	n/a		n/a	n/a	n/a	
09 % of adults satisfied with refuse collection	Years	2020/21	70.63%	n/a		n/a	n/a	n/a	
10 Net cost of waste collection per premise	Years	2020/21	£66.66	n/a		n/a	n/a	n/a	
11 Net cost of waste disposal per premise	Years	2020/21	£61.59	n/a		n/a	n/a	n/a	
12% of adults satisfied with street cleaning	Years	2020/21	52.77%	n/a		n/a	n/a	n/a	
13 Net cost of street cleaning per 1,000 of the population	Years	2020/21	£6,472	n/a		n/a	n/a	n/a	

Environment & Infrastructure Service Delivery Plan 2021-2022

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	Deliver the 2021/22 roads and footways capital investment programme - £9 million		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 80% </div>	31-Mar-2022	The Roads Capital Investment programme for 2021/22 has ended. 90 of the 98 programmed carriageway resurfacing schemes completed with 8 schemes postponed due to either lack of contractor availability or proximity to COVID-19 testing centres. These will be completed in the capital programme for 2022/23. 52 footways out of the original programme of 85 have also been resurfaced with 33 postponed due to lack of contractor availability. Again, these will be completed in the capital programme

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					for 2022/23.
					The surface dressing programme is complete (16 schemes) as is the micro-surfacing programme (16 schemes) and the permanent patching programme.
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)			31-Mar-2022	<p>Restrictions due to the COVID-19 pandemic have had an impact on the ability to deliver infrastructure improvements this year. However, progress continues to be made on improving accessibility for disabled people at bus stops and providing new bus shelters in Renfrewshire and the strengthening of Crosslee Bridge, over the National Cycle Route N7. The opportunity has also been taken to progress designs for an off-road cycle link to the Hawkhead housing development and a bus turning loop in Erskine.</p> <p>The refurbishment of the footbridge across the White Cart was completed and has been reopening to pedestrian and cycle traffic in November 2021.</p> <p>Restrictions due to the COVID-19 pandemic are reducing in their impact on the ability to deliver infrastructure improvements. The 21/22 programme of bus corridor</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>infrastructure improvement is complete.</p> <p>The latest length of the Bishopton to Glasgow Airport Investment Area segregated cycleway from Red Smiddy roundabout to Inchinnan Drive is complete and its next section to Abbotsinch Road is underway. Designs for the route's expansion to Erskine are also well underway.</p> <p>Officers continued to assess roads construction consent applications and approvals, in principle, from developers for new roads and bridges to be added to the public road network, particularly in Dargavel, Bishopton.</p>
03	Support the delivery of City Deal initiatives, combining roads and active travel projects into a coherent network for all road users			31-Mar-2022	Support is provided on an ongoing basis with close working on a number of Council priorities including cycleway and traffic signal coordination projects in cooperation with the City Deal Team.
04	Lead on the works to improve the transport infrastructure in Paisley Town Centre			31-Mar-2022	<p>The Council has been awarded £2million by The Bus Partnership Fund to deliver junction improvements with bus priority measures across Paisley Town Centre. This will be completed by March 2023.</p> <p>The scope of this project covers prioritising</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					pedestrians, cyclists and now public transport users. A full public consultation is due to take place following the 2022 local election.
05	Support economic regeneration and job creation through the regeneration and revitalisation of town centres and the creation of a town centres action plan		 100%	31-Mar-2022	<p>The service successfully concluded an investment programme in Renfrew and Johnstone town centres with upgrades to street lighting and infrastructure through the town centre regeneration fund.</p> <p>Enhanced street cleaning regimes are ongoing as part of the town centre refurbishment works.</p> <p>The Council continues to support the regeneration of our town centre through dedicated provision of resource to enhance cleaning arrangements. We continue to support the work of the Car Parking Working Group. Free parking provision will be extended to stimulate the economy within the town centre area. An App to make payment for parking more readily available will be implemented.</p>
06	Deliver an increase in cycling infrastructure across Renfrewshire		 100%	31-Mar-2022	The service continued to deliver its ambitious cycling infrastructure programme with grant awards from SPT, the Bus Partnership Fund and Cycling Walking Safer Routes. A number of new connections to the national cycle

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					route network have been made from the local road network to make it easier to access.
07	Implement the transfer of the Council's traffic light infrastructure from analogue to digital			30-Jun-2022	<p>Analogue BT traffic signal communications lines have been replaced with 4G mobile technology. CCTV cameras have also been installed at key junctions throughout the network to improve real time monitoring and reaction times for incident response.</p> <p>The switch of the Council's traffic signal control to a hosted UTC system is now complete. Analogue BT traffic signal communications lines were replaced with 4G mobile technology in March 2020. A number of sites are now trialling fibre connections for greater signal consistency and capacity. CCTV cameras are also now installed at key junctions throughout the network.</p> <p>Work continues to upgrade the council's SCOOT network junctions, with a focus on introducing bus priority at selected junctions. The primary connection to the Trapeze bus priority system run by SPT has been made to complement other proposed bus priority measures through the Bus Partnership Fund.</p> <p>A programme of replacing old lamp</p>

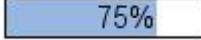
**Council Plan Strategic Outcome 1:
Reshaping our place, our economy and our future**

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					technology with modern LED low energy lamps continued throughout 21/22.
08	Deliver externally funded transportation and connectivity infrastructure projects			31-Mar-2022	The service continues to deliver on our ambitious capital programme with grant awards from SPT, the Bus Partnership Fund and Cycling Walking Safer Routes.

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
09	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire			31-March 2022	A full repair service has been provided in the later half of 2021/2022. A full catch up programme has been underway and the majority of works have returned to pre pandemic levels.
10	Continuing to deliver repairs and compliance services to all public buildings in Renfrewshire including schools			31-March 2021	Compliance tasks continue to be affected by the COVID-19 pandemic as a result of restrictions relating to access to buildings and on the availability of specialist contractors utilising the furlough scheme. Compliance tasks did continue but were focused on those Council and public buildings that remained open or re-opened during this period. It is likely compliance

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>tasks will continue to lag during 2022/2023. A managed approach on a site by site basis is being undertaken and triaged accordingly.</p> <p>Building Services continue to work with a hybrid model of service delivery.</p> <p>There are issues surrounding suppliers and materials and associated increasing costs.</p>

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall		32.9%	32.5%	32%	32.5%	Data for 2021/22 will not be published until February 2023	32.5%	32%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads		19.97%	22.5%	19.42%	22.5%	Data for 2021/22 will not be published until February 2023	22.5%	22%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
03	(Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads		24.09%	24.5%	23.68%	24.5%	Data for 2021/22 will not be published until February 2023	24.5%	24%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.
04	(Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads		34.19%	36.5%	33.49%	36.5%	Data for 2021/22 will not be published until February 2023	36.5%	36%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.
05	(Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads		35.39%	36.5%	34.33%	36.5%	Data for 2021/22 will not be published until February 2023	36.5%	36%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
06	% of Statutory road inspections categories completed on target: Category A		100%	100%	100%	100%	100%	95%	100%	In 2021/22 the statutory road inspections were achieved for category A, category B & category C. The annual performance for these indicators was 100%.
07	% of Statutory road inspections categories completed on target: Category B		100%	100%	100%	100%	100%	100%	100%	The three categories of statutory inspections relate to the timing of inspections and are categorised as follows: A - Undertaken during the progress of the works; B – Undertaken within the six months following interim or permanent reinstatement; C – Undertaken within the three months preceding the end of the guarantee period.
08	% of Statutory road inspections categories completed on target: Category C		100%	100%	100%	100%	100%	100%	100%	
09	% of pothole repairs completed within timescales		37%	75%	77%	78%	83%	80%	80%	Data analytics continue to improve performance monitoring with weekly reports being used to quickly identify and resolve issues. Performance during 2021/22 has seen an improvement

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

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										from 77% in 2020/21 to 83%.

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

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
10	% of reported street lighting faults which were attended within the 7-day timescale		99.4%	95%	98%	95%	99.9%	95%	95%	During 2021/22, 99.9% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
11	% of Overall repairs completed within time by building services		94.6%	95%	95%	95%	93.6%	95%	95%	In 2021/22, 48,782 repairs were completed within time by Building Services.

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
12	% of reactive repairs carried out in the last year completed right first time		82.6%	90%	85.1%	90%	85%	93%	93%	From the total number of reactive repairs completed (26,748) a total of 22,731 repairs were completed right first time during the reporting year.
13	Average length of time taken to complete non-emergency repairs in public buildings		New performance indicator 2020/21	10.7	15	17.24	15	15	15	<p>The non-emergency repair average time over the year has been impacted by supplier delays due to the impact of COVID.</p> <p>There has also been an impact on the supply chain for materials that has increased the average repair time.</p> <p>The anticipated position of 22/23 is still under pressure and will continue to be monitored.</p>
14	% of compliance tasks undertaken per year in public buildings		New performance indicator 2020/21	77%	90%	72%	90%	80%	80%	<p>The performance is below target due to the issues experienced with allocation of contractors and resources due to the COVID-19 pandemic.</p> <p>Statutory compliance includes water checks. In 2021/22 the administration process of the water checks changed, and the recording of the check completion is currently running behind. This is reflected in the 72%.</p> <p>If water compliance checks are removed, the</p>

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										service is performing at 82% of all other statutory compliance checks completed on within 2021/22.

**Council Plan Strategic Outcome 2:
Building strong, safe and resilient communities**

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Deliver a participatory budget programme for infrastructure and transportation		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">50%</div>	31 March 2022	<p>The engagement with the communities has been a positive experience with communities and individuals contributing 2,843 ideas. This initial list of ideas has been reduced to a long list of 174 ideas. These 174 suggestions are now undergoing assessments for deliverability and design which will then inform the shortlist that goes to the public vote.</p> <p>There is a range of topics that the public have nominated for inclusion and it was heartening to note that submissions were received from every community in Renfrewshire. The main topic areas suggested are:</p>

**Council Plan Strategic Outcome 2:
Building strong, safe and resilient communities**

Priority Actions

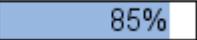
Code	Action	Status	Progress	Due Date	Update
					<ul style="list-style-type: none"> • Traffic related issues including ideas for pedestrian crossings and traffic calming measures, • Street Lighting, including lighting in parks and other walking routes as well as some rural locations, • Public realm features such as seating or gateway features, • Wayfinding information for walking trails and cycle routes <p>Officers are finalising the voting process with a view to the shortlisted ideas going to a public vote in Summer 2022.</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply			31-Mar-2022	New school menus were introduced in August 2021 which met the new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020. Following consultation with pupils and parent groups, these menus were reviewed and amended from January 2022, coinciding with the roll-out of Universal Free School meals for primary pupils up to P5.
02	Support the expansion of free school meals to all primary schools		80%	31- Aug-2022	The Soft FM Service delivered the expansion of the Universal Free School Meal entitlement to all P4 pupils in August 2021 and to all P5 pupils in January 2022. It was originally planned that all P6 & 7 pupils would receive this entitlement by August 2022, however this has now been delayed. The service awaits the announcement from the Scottish Government for capital funding for this project – once this has been received, decisions will be taken on the infrastructure improvements which will require to be carried out in school kitchens and dining halls to maintain the continued delivery of this service.
03	Support the delivery of the 1140 hours early years provision			31- Aug-2022	The 1140 hours early years provision has now been rolled out across the authority with all 3 and 4 year olds and eligible 2 year olds being provided with a hot, healthy, nutritious lunch.

04	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus, COVID-19 guidelines permitting			31-Mar-2022	The Soft FM Officer for Menu and Nutrition has been consulting with both pupil and parent groups, on the school menu. This resulted in the changes put in place from January 2022. Work is continuing to deliver a revised menu from August 2022 – this includes holding taster sessions for new products and recipes. All new menus will continue to meet the new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020.
05	Provide employment and training opportunities for identified groups of young people in Renfrewshire			31-Mar-2022	<p>Environment & Infrastructure took on seven Kickstart employees. The aim of the Kickstart programme is to help young unemployed people gain additional skills to better equip them for the world of work. The programme has been successful in Waste.</p> <p>There are two Project Search staff working with waste and are proving an asset to the team.</p> <p>Building Services working in partnership with Housing Services have been recruiting new youth apprentices. 7 youth apprentices now have positions: 3 Painters, 2 Electricians and 2 Plumbers. This builds on our existing complement of apprentices.</p> <p>We are very pleased to be in a position to offer these apprenticeship opportunities within Renfrewshire.</p>

06	Work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the Period Products (Free Provision) (Scotland) Bill			31-Mar-2022	The Soft FM service continues to work with CoSLA and Children's Services to ensure that free sanitary products are always available in Renfrewshire's schools. A relaunch of the programme was carried out after the school spring break in April 2022, which included opportunities for pupils to request reusable products, as well as the normal service provision.
06	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)			31-Mar-2022	To support the growing number of EVs in the Council Fleet, EV Chargers have been installed in Operational Depots at Underwood Road and Robertson Park as well as HCSP facilities at Mile End Centre, Montrose Care Home, and Johnstone Town Hall to increase the provision of Electric Vehicle Charging Infrastructure and deployment of Low Emission Vehicles at these locations.
07	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)			31-Mar-2023	<p>Development of the Housing Charter, Circular Economy and Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPRS) schemes are currently on hold awaiting a Scottish Government reviewing of the impact of DRS and EPRS and the COVID-19 pandemic.</p> <p>Renfrewshire Council are implementing the charter by improving on the waste collection tonnages (accounting for the COVID-19 recovery).</p> <p>Various initiatives have been delivered in support of the Recycling Charter including consultation with householders and a school project (which had been delayed by COVID-</p>

19). Assessment of school recycling performance has been completed.

The service has been working alongside Climate Change Champions throughout schools in Renfrewshire. Champions have had visits to Enva to raise awareness and enhance education on recycling.

The revised charter and route map will provide a foundation from which further changes can be made.

The Deposit Return Scheme will be launched on 16 August 2023. Implications for Local Authorities are still being determined.

Extended Producer Responsibility Scheme has not yet been laid before parliament.

Relevant tonnage information and composition of waste streams will be considered to determine how these schemes are implemented across Renfrewshire.

Baseline information has been gathered in 21/22 for all waste streams; residual, food/green waste, paper and card and mixed plastic and cans.

08	Implement a new commercial waste service model			31-Mar-2022	This project is now completed. All businesses have been surveyed and duty of care documents updated in accordance with the new service delivery model.
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09

Develop and implement a long-term sustainable leachate and surface water management plan for Linwood Moss



31-Mar-2022

The overall aim is to remove the requirement for leachate treatment and to design a passive system where the leachate and surface waters are mixed before being discharged to the unnamed tributary of the River Gryffe. Consultants are considering the data and it will be reported to SEPA. Discussions will then commence to agree the variations to the waste management licence.

Based on the discussions with SEPA, there will be a period of monitoring required to ensure the leachate mixed with surface water is not causing an impact downstream and following this the existing treatment plant will be de-commissioned and the top lagoon filled in.

SEPA are keen to see the surrender of the waste management licences for sites such as Linwood Moss, however, to achieve this they need to be satisfied that the landfill is in continuity with the surrounding environment and robust data is key to this.

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

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22	Explanation of Performance
			Value	Target	Value	Target	Value	
01	% uptake of free school meals in primary schools		61.8%	75%	47.2%	75%	49.3%	School meal uptake in Primary and Secondary Schools has been impacted by the pandemic, when a more limited lunch offering and dining experience was offered. Over the course of this school year we have been able to return to a pre covid offering, pupils have started to return with the service working with pupils, teachers and parent to develop a new menu from January 2022. There has been positive feedback to this new menu and the service has seen an increase in uptake over the last few months. Taster sessions are organised with schools and working with schools on an individual basis to focus on uptake is ongoing.
02	% uptake of free school meals in secondary schools		48.4%	75%	49.6%	75%	32.3%	To add to above, the service is currently implementing a pilot in two secondary schools working with pupils to change the provision to work to improve the uptake.

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

Performance Indicators

Code	Performance	Current	2019/20	2020/21	2021/22	2022/23	Explanation of Performance
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Indicator	Status	Value	Target	Value	Target	Value	Target	Target	
01 Street Cleanliness Score - % of areas assessed as clean		94.5%	92%	93.6%	92%	Data for 2021/22 will not be published until February 2023	92%	92%	<p>The percentage of Renfrewshire's street assessed as clean was 93.6% for 2020/21. This figure is provisional and is awaiting verification by Keep Scotland Beautiful.</p> <p>The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB).</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.</p>
02 Amount of CO ₂ emitted by the public vehicle fleet		3,427	2,730	2,992	3,250	3,223	3,000	3,000	<p>The amount of CO₂ emitted by the public vehicle fleet has increased from 2,992 in 2020/21 to 3,223 in 2021/22. This is above target of 3,000 but reflects the increased vehicle use because of the requirement to maintain social distancing throughout the COVID-19 pandemic.</p>
03 % of the vehicle fleet which uses alternative fuels, such as electricity		18.2%	23.7%	23%	21%	25%	25%	25%	<p>Renfrewshire Council have purchased 14 Electric Vehicles to add to our zero emissions fleet of cars, light vans, minibuses and large goods vehicles resulting in almost a quarter of the fleet now using alternative fuel sources.</p> <p>We currently operate 116 electric vehicles up to and including two 5 tonne fully electric buses. This has reduced from 130 vehicles.</p> <p>There are electric bicycles at HQ.</p> <p>Pool fleet is 100% electric.</p>

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										The service continue to consider alternative fuels such as HVO, hydrogen and hybrid technology.
04	Reduce the amount of CO ₂ emitted from public space lighting		1,493	1,750	1,368	1,700	1,246	1,700	1,500	<p>There has been a slight reduction in CO₂ emissions from public space lighting due to a small number of the remaining 'conventional' lanterns transferring to LED.</p> <p>This figure shows an improvement in 2021/22 compared to the previous year. There was a 10% reduction in CO₂ between 2020/21 and 2021/22. Any future improvements will level out as the LED programme is substantially complete.</p>
05	% of bins uplifted first time		99.8%	99.9%	99.8%	99.9%	99.8%	99.9%	99.9%	The percentage of bins uplifted first time in 21/22 was 99.8%. This is slightly below target of 99.9% however the service was working under the difficult early stages of the COVID-19 pandemic with the associated staff shortages as result of employees shielding and isolating. The service was supported by staff from other service areas within the department and continued to provide full refuse collection services throughout this period.
07	Complete Inspection process		New performance		6%	40%	38%	20%	100%	All of the highest risk memorials have now been inspected and staff are currently working through

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
	for all headstones and burial grounds	indicator 2020/21								<p>the memorials deemed medium risk.</p> <p>The Council is committed to providing a safe and welcoming environment for visitors and our staff in Renfrewshire cemeteries and churchyards, with all work carried out as respectfully as possible. A policy for the inspection of memorial monuments and headstones outlines procedure and any dangerous or unsafe memorials are laid flat to ensure the safety of all staff and visitors.</p> <p>Whilst we recognise the sensitivities and importance of these graves, we will continue to ensure they are managed respectfully and sensitively preserved while we carry out the required safety measures.</p>

**Council Plan Strategic Outcome 4:
Reshaping our place, our economy and our future**

Performance Indicators

Code	Performance Indicator	Current Status	2019		2020		2021		2022	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
08	% of Household Waste Recycled (Calendar year)		53%	54%	49.1%	54%	Awaiting Data	50%	50%	Awaiting verified Data from SEPA

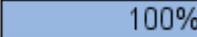
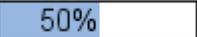
**Council Plan Strategic Outcome 4:
Creating a sustainable Renfrewshire for all to enjoy**

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
	data) (LGBF Indicator)									
09	% of Household waste collected which is landfilled (Calendar year data)		5.7%	16%	9.5%	16%	Awaiting Data	5%	5%	Awaiting verified Data from SEPA

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, health and wellbeing			31 March 2022	<p>Work on the Council's Business World system continues to ensure that required information is available to managers.</p> <p>Environment & Infrastructure continue to support delivery of the Corporate Health and Well Being Strategy.</p>
02	Implement the Council's People's Strategy			31-Mar-2022	The Organisational Development Strategy has been implemented across all areas of Environment & Infrastructure and will be reflected in the Council's new People's Strategy.
03	Active participation in Council's Right for Renfrewshire Transformational Programme			31-Mar-2022	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.
04	Better use of data and technology to improve services performance and delivery			31-Mar-2022	<p>The service has developed apps to support officers in delivering frontline operational requirements. It has implemented an online process for special uplifts provided through the Council's customer account portal, "MyAccount". A Gully App has also been developed to support gully maintenance.</p> <p>A new data analytics approach to how management information is used to support service improvement has been rolled out across each service area.</p>

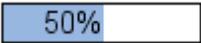
Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
05	Deliver agreed operational efficiencies through fleet utilisation and rationalisation		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 60%; position: absolute; left: 0;"></div>60%</div>	31-Mar-2022	<p>The utilisation and rationalisation process is beginning to recommence as the COVID-19 and social distancing guidelines are being relaxed. Additional hire vehicles, hired in for the pandemic are being assessed for utilisation and if possible 'off-hired'. Fleet utilisation and the efficiency of the sustainable transport fleet are continuously being monitored and assessed along with a recharging and booking process, which along with introduction of the Underwood Rd pool fleet should increase the opportunity for reduction.</p> <p>All hire vehicles used in Waste Operations were returned November 2021. The service has returned to using solely our core fleet vehicles.</p>
06	Provide an integrated FM service across the Council for public building and housing repairs and compliance		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 50%; position: absolute; left: 0;"></div>50%</div>	31-Mar-2022	<p>The consultant report has been delayed, the progress bar should remain at 50% and the date moved to 31 March 2023.</p> <p>This was due to COVID and we now have an election and will not be able to take forward until post-election.</p>
07	Deliver improvements in the Council's Cemeteries estate		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 10%; position: absolute; left: 0;"></div>10%</div>	31-Mar-2023	<p>During the first 6 months of 2021/22 a new French drain has been constructed adjacent the rear end of the north wall of Hawkhead Cemetery. This will improve drainage in this section of the cemetery and will connect up drainage works carried out in 2019.</p> <p>Further drainage works are planned in the area adjacent to the Scotts Road/Hawkhead Road section</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>of the cemetery which will eliminate historical flooding in this section of the site. These new works will tie into the drainage system completed in 2018/19.</p> <p>Engineering and tree works have been completed inside and adjacent to the soil storage compound again, to improve the drainage in this section of the cemetery and to enhance the aesthetics in this operational area of the site.</p> <p>The current container storage units will be replaced with a purpose-built units in 2022/23 to house the plant and equipment used on site.</p> <p>There is a plan in place to renew signage across all cemeteries before the end of 2022/23.</p>
08	Support the Council to implement the Business World system			31-Mar-2022	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World.
09	Embed new approaches to staff engagement across all areas of the service			31-Mar-2022	The service's staff panel and newsletter were impacted by the COVID-19 restrictions and guidelines. However, staff were kept up to date through letters from the Director and the service were well represented in the Staff Weekly news and letters which were the main vehicles for communicating with staff during the pandemic.

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 style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	31-Mar-2022	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 style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	31-Mar-2022	<p>The most recent BSi Audit for Operations & Infrastructure was successfully completed in March 2022. There are a number of corrective actions being taken forward through a working group to ensure improvements and preventative actions are in place.</p> <p>Following a review of the service's continuous improvements framework the Senior Leadership Team agreed that Facilities Management would no longer participate in ISO 9001 Quality Management. The service will continue to explore appropriate improvement frameworks during 2021/22.</p>
12	Review Health & Safety and Risk Assessments in line with COVID-19 requirements		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2022	The review of Health and Safety risk assessments has progressed in the first six months of this financial year. A working group has been established and meets on a regular basis to take forward the review. However, works required by our colleagues in Corporate Health and Safety has been delayed due to Covid and to other priorities. The required works to enable the Risk Assessment Process to go live are in the programmed list and will be undertaken as soon as possible.

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
13	Ensure robust financial monitoring is in place to support the COVID-19 recovery		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"><div style="width: 40%; background-color: #4f81bd; color: white;">50%</div></div>	31-Mar-2022	The Senior Leadership Team and service managers meet on a period by period basis with Finance to monitor budgets to ensure the service is provided with the most up to date information to ensure robust financial systems are in place to support the service in the COVID-19 recovery phase.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)		16.44	13.7	17.02	13.7	15.5	13.7	13.7	<p>During the last year absence rates have been slightly above target. This has been exacerbated by some long-term absences who were awaiting NHS appointments or treatment, which were delayed because of the impact of Covid. We have been working with our employees to facilitate their return to work and the absence rates are decreasing.</p> <p>The two main reasons for absence are musculoskeletal and joint disorders accounting for 30.50% and psychological (non-work related) absence accounting for 30.06%.</p> <p>Operational staff have been working hard to help address mental health issues across the workforce and we now have a team of mental health first aiders within the department.</p>
02	% of members enquiries completed within timescale by E&I		85%	85%	86.4%	85%	86.7%	85%	85%	<p>Environment & Infrastructure received 4,722 members enquiries in 2021/22, of which 86.7% were responded to within timescale. This is an improvement on the performance for 2020/21 when there were 5,047 members enquiries, of which 86.4% were responded to within timescale.</p>

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
03	% of FOI requests completed within timescale by E&I		96%	97%	96%	100%	99%	100%	100%	Environment & Infrastructure dealt with 367 Freedom of Information requests in 2021/22, of which 363 (99%) were responded to within timescale. 128 of these requests were cross departmental and 239 were departmental.
04	% of front line resolutions dealt with within timescale by E&I		85%	100%	75%	100%	80.8%	85%	85%	Environment & Infrastructure received 6,609 front line resolutions in 2021/22, of which 80.8% were responded to within timescale. Technical difficulties at the start of the year have resulted in lower than target response times. As the year progressed, this was resolved, and target timescales were exceeded.
05	% of complaint investigations completed within timescale by E&I		85%	100%	58%	95%	64.8%	95%	85%	In 2021/22 the service had dealt with 732 complaint investigations 64.8% of which were dealt with within the agreed timescale. As with frontline resolution complaints performance at the start of the year was impacted by technical issues and staff changes. The performance in the second half of the year has improved considerably.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
06	Cost of Maintenance per Kilometre of roads (LGBF Indicator)		£17,932	N/A	£17,495	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	The data is published by the Improvement Service on an annual basis as part of the Local Government Benchmarking Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking remained 26 th between 2019/20 and 2020/21. The 2020/21 costs reflect the £8m roads capital investment programme allocation expenditure on roads and pavements. This significant capital allocation to roads improvements is expected to lead to ongoing performance of above average spend reflecting the current focus on investment in the roads infrastructure. Data for 2021/22 will not be published until February 2023. (LGBF indicator)
07	% of adults satisfied with parks and open spaces (LGBF Indicator)		83.77%	N/A	83.5%	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 17 th in 2019/20 to 18 th in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
08	Cost of parks and open spaces per 1,000 of the population (LGBF Indicator)		£25,221	N/A	£28,240	N/A		N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the LFR information from the Scottish Government – Renfrewshire's ranking moved from 26th in 2019/20 to 27th in 2020/21. Data for 2021/22 will not be published until February 2023. The increased costs of parks and open spaces per 1,000 population for 2019/20 reflects internal changes to how income is included on the Local Finance Return, as the 2019/20 costs now include recharges to other council services. A further increase in costs can be attributed to the pay award and the additional funding received for environmental improvements. (LGBF Indicator)
09	% of adults satisfied with refuse collection (LGBF Indicator)		79.63%	N/A	70.63%	N/A		N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 20 th in 2019/20 to 24 th in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
10	Net cost of waste collection per premise (LGBF Indicator)		£67.82	N/A	£66.66	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 20th in 2019/20 to 15th in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)
11	Net cost of waste disposal per premise (LGBF Indicator)		£106.52	N/A	£61.59	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 23rd in 2019/20 to 3rd in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)
12	% of adults satisfied with street cleaning (LGBF Indicator)		60.1%	N/A	52.77%	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 29th in 2019/20 to 31st in 2020/21. Data for 2021/22 will not be published February 2023.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										(LGBF Indicator)
13	Net cost of street cleaning per 1,000 of the population (LGBF Indicator)		£5,974	N/A	£6,472	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 1st in 2019/20 to 2nd in 2020/21. Data for 2020/21 will not be published until February 2023. (LGBF Indicator)



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance and Resources

Heading: Civic Hospitality

1. Summary

1.1 The following request for civic hospitality has been received for financial year 2022/23.

- a) Correspondence has been received from Lodge Paisley St. Mirrins' No 129 requesting civic hospitality to accompany their 250th Anniversary celebrations on 10th September 2022. They have suggested the possibility of a civic reception for 100 people at the Charleston Bowling Club, Paisley.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality in the form of a dinner on 10th September at a cost of approximately £2000 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements..

- 1.2 The budget provision for 2022/23 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed, and taking account of previous decisions, the remaining balance would be approximately £16,410.
-

2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above for Lodge Paisley St. Mirrin's No 129; (b) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.
-

Implications of the Report

1. **Financial** – The costs of the request from civic hospitality will be met from the 2022/23 budget provision.
2. **HR & Organisational Development** - None
3. **Community/Council Planning** – Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.
4. **Legal** - none.
5. **Property/Assets** - none.
6. **Information Technology** – none
7. **Equality & Human Rights**

(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** - none
10. **Risk** – none
11. **Privacy Impact** - none.
12. **Climate Risk** – none
13. **Cosla Policy Position** – not applicable

List of Background Papers

- (a) Background Paper 1 – Letter from Lodge Paisley St. Mirrins' No 129

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

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To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance & Resources

Heading: Charitable Registration of Common Good Funds

1. Summary

- 1.1. On 5 September 2018, following a report from the Director of Finance and Resources, the Board agreed to submit a formal application to the Office of the Scottish Charity Regulator (OSCR) requesting the de-registration of the Paisley Common Good Fund SCO19478, Renfrew Common Good Fund SCO19479 and Johnstone Common Good Fund SCO19480.
- 1.2. A request was submitted to OSCR in 2018 and, due to their staff turnover followed by COVID-19 related delays, a response was only received by the Council from OSCR in March 2022.

2. Recommendations

- 2.1 (a) Following approval from the Board in 2018 and OSCR's recent confirmation of the position, Members are asked to note that withdrawal in accordance with the Section 30 route will be selected to progress de-registration of Renfrewshire's Common Good Funds from the OSCR register.
- (b) Members are asked to approve delegated authority to the Director of Finance and Resources to write to OSCR on behalf of the Board in this regard.

3. Background

- 3.1 The three Common Good Funds controlled by the Council (Paisley, Renfrew and Johnstone) are registered with the Office of the Scottish Charity Regulator (OSCR) as charities, each in their own right. The original registration of the Funds as charities was made many years ago when charity registration was managed by HM Revenue & Customs, possibly to take advantage of tax benefits available at the time with regards investment income, particularly in relation to share dividends. These tax benefits are no longer available, and there exists an anomalous position whereby the majority of common good funds controlled by Scottish local authorities are not registered as charities.
- 3.2 The provisions of local government legislation in relation to the use of Common Good Funds would suggest that there is a question as to whether any Common Good Fund should be registered as a charity.
- 3.3 In addition, there are particular costs associated with the accounting and auditing arrangements for charities, which the Common Good Funds currently bear, and that could be mitigated were the Funds not registered as charities.

4. Response from OSCR

- 4.1 OSCR has now advised that Renfrewshire's Common Good Funds do not meet the charity test on two grounds, as follows:
1. Common Good Funds are not 'bodies' as required by section 7 of the Charities and Trustee Investment (Scotland) Act 2005 (the 2005 Act). Although common good property is held in trust by Scottish local authorities, this arrangement does not involve the creation of a trust or any other form of body that is separate in identity from the administering local authority.
 2. The application of common good property is not confined to charitable purposes, again as required by section 7 of the 2005 Act. Common Good property vested in local authorities must (in the case of Renfrewshire) be administered having regard to the interests of the local inhabitants, but this is a broad discretion, which is not limited to charitable purposes as defined under the Act.
- 4.2 OSCR concludes that the Renfrewshire Common Good Funds should therefore be removed from the Scottish Charity Register. There are two mechanisms available in the Charities and Trustee Investment (Scotland) Act 2005 to progress this: Section 18 and Section 30.
- Section 18 removal would result in OSCR removing the Funds from the register of charities within 28 days of receiving an application from the charity. It does not require an inquiry report to be published and there is no right of appeal.

- Section 30 removal arises where a charity no longer meets the charity test and in such a case, OSCR would either advise mitigating steps, or move to de-register the charity. An inquiry report would then be published by OSCR. This process is longer because, as a formal decision, it is subject to the provisions of Chapter 10 of the 2005 Act regarding notice periods and also the decision is reviewable on request by the person or body that is the subject of the decision (there is no third party right to make representations).

4.3 Given the significant public interest in this change, the Section 30 option is considered to be the most transparent and appropriate route for the basis of the withdrawal application.

Implications of the Report

1. **Financial** - The Common Good Funds of Paisley, Renfrew and Johnstone spent a total of £4,660 on audit costs in 2021/22. This would not be chargeable to the Common Good Funds once de-registration is complete.
2. **HR & Organisational Development** – none arising from this report.
3. **Community/Council Planning** – none arising from this report.
4. **Legal** – The Office of the Scottish Charity Regulator has advised that the Common Good Funds of Paisley, Renfrew and Johnstone do not meet the charity test required by the Charities and Trustee Investment (Scotland) Act 2005 and that the Renfrewshire Common Good Funds should be removed from the Scottish Charity Register.
5. **Property/Assets** - none arising from this report.
6. **Information Technology** - none arising from this report.
7. **Equality & Human Rights** - none arising from this report.
8. **Health & Safety** - none arising from this report.
9. **Procurement** – none arising from this report.
10. **Risk** – none arising from this report.
11. **Privacy Impact** - none arising from this report.
12. **Cosla Policy Position** – none arising from this report.
13. **Climate Risk** – none arising from this report.

Author: Alastair MacArthur, Director of Finance & Resources

Background Report: Charitable Registration of Common Good Funds, Finance, Resources and Customer Services Policy Board, 5 September 2018. [Document.ashx \(cmis.uk.com\)](#)



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Chief Executive

Heading: Oakshaw Trinity Church Tower – Urgent repairs to Common Good property

1. Summary

1.1 This report provides an update on urgent repairs which are required at Oakshaw Trinity Church Tower and proposes to meet those costs from a combination of the Paisley Common Good Fund and the Place Based Investment Programme.

2. Recommendations

2.1 It is recommended that Board:

- (i) agree that the Paisley Common Good Fund meet the £11,597 costs of recent emergency repairs to the Oakshaw Trinity Church Tower, met to date from the Council's Property Repairs Budget.
 - (ii) agree to a 50% or £50,000 contribution, whichever is lower, to be matched by the Place Based Investment Programme, from the Paisley Common Good Fund to implement full repair works to the Church Tower.
-

3. Background

3.1 The Oakshaw Trinity Church and Clock Tower are Grade A Listed structures in the Paisley Conservation Area. Rather unusually the Tower and Church are under different ownerships, with the Tower held on the Paisley Common Good and the Church owned and occupied by the Church of Scotland.

3.2 In late 2021, Council officers were alerted to significant water ingress and deterioration of the tower and weathervane by church staff.

An immediate physical assessment was carried out and a working group was created to develop a strategy for the required repairs and their funding.

- 3.4 By March 2022 the working group had found that the weathervane was moving from side-to-side and had displaced some of the stonework at the top of the tower. The church was advised of the risks this posed to the church staff and public. The decision was made to close the church and emergency repairs were carried out with an aim of securing the tower and weathervane.
- 3.4 The work undertaken has stabilised the upper section of stone masonry, but further works are required as it was not possible to fully stabilise the weathervane and therefore the church remains closed. The congregation is using the Wynd Centre for church service on a temporary basis.
- 3.3 Due to the listed status and complexity of the building, officers have engaged a specialist conservation architect and engineer to advise on the required works for both urgent and longer-term repairs to the tower.

4. Next Steps

- 4.1 Full extensive works are urgently required to repair the weathervane and tower structure to allow the church to reopen, prevent continued water ingress, and ensure the viability of this Grade A listed building.
- 4.2 The conservation architect has been asked to act as project lead to carry out the following:
 - Further necessary assessment of tower and weathervane.
 - Define required methodology and repairs plan.
 - Production of technical drawings.
 - Liaison with Historic Environment Scotland and submission of statutory consents.
 - Preparation of Cost Plan (to assist procurement process).
 - Contract supervision and recommendation (Renfrewshire Council to manage procurement).
 - Management / project lead for programme of works.

5. Funding

- 5.1 To date all works have been met from Environment and Infrastructure's property repairs budget. These have amounted to £11,597. The next phase of works, to fully resolve the issues, are estimated at £90,000 - £120,000. The potential for external funding for these repairs, from Historic Environment Scotland for instance, is very limited and therefore funding from within the Council needs to be identified to resolve the situation with the urgency required.
- 5.2 With the tower being Common Good property this report seeks approval for the emergency works to date to be met from the Common Good budget. For the next phase of works it should be noted that the Leadership Board of September 2021 considered how the Scottish Government grant fund, the Place Based Investment Programme (PBIP), should be prioritised in Renfrewshire.

Urgent repairs to strategic buildings was named as a key area for investment. It is therefore proposed that these next works are split between PBIP and Common Good, with the Common Good Fund paying 50% or £50,000, whichever is the lower figure.

Implications of the Report

1. **Financial** – As detailed in Section 5 of the report.
2. **HR & Organisational Development** – None.
 - **Community Planning**
 - *Reshaping our place, our economy, and our future: Renfrewshire Council is working with stakeholders to maximise the opportunities for culturally led regeneration, providing support to make best use of heritage assets.*
 - *Building strong, safe, and resilient communities: working in partnership with local groups and organisations to achieve positive outcomes.*
3. **Legal** - A contract will be drafted with assistance from the Council's legal and insurance sections for the establishment of the conservation architect (project lead) and sub-consultants.
4. **Property/Assets** - Oakshaw Trinity Church Tower is held on the Paisley Common Good.
5. **Information Technology** – None.
6. **Equality and 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. An Equality Impact Assessment is being prepared as part of the project requirements.
7. **Health and Safety** – A Health and Safety strategy would be developed for the project and will be applied at all relevant project stages.
8. **Procurement** – All professional and contractor appointments will be conducted in accordance with the Council's procurement processes.
9. **Risks** - A Risk Register will be produced for the project and will be managed and maintained throughout the project lifetime.
10. **Privacy Impact** – None.

11. Cosla Policy Position - Not applicable.

List of Background Papers – Report to Leadership Board, 15 September 2021
“Place Based Investment Fund 2021/22”

Author: Stuart McMillan, Regeneration and Place Manager
Stuart.mcmillan@renfrewshire.gov.uk
Tel: 07958 009520



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report By: Chief Executive

Heading: Chief Executive's Service – Annual Health and Safety Report
2021/2022 and Action Plan 2022/2023

1. Summary

- 1.1 The Council's Health, Safety and Wellbeing Policy requires each service to submit an annual report and an annual Health and Safety action plan to the relevant Policy Board.
- 1.2 The Chief Executive's Service annual progress report is attached as Appendix 1. It sets out the arrangements for the management of health, safety and wellbeing within the service, demonstrates the service's commitment to continuous improvement in health and safety performance in accordance with the Corporate Health, Safety and Wellbeing Strategy 2019-2022 and summarises the achievements from 1 April 2021 to 31 March 2022. This report also provides information on the impact that the Covid-19 pandemic has had on health and safety arrangements for Chief Executive's Service.
- 1.3 In terms of looking forward, the Chief Executive's Service action plan for 2022/2023 is attached as Appendix 2 to this report. It sets out the planned actions the service will undertake during 2022/2023, 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 includes a specific action recognising the recovery phase from the Covid-19 pandemic, ensuring the continuation of employee safety and awareness.

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 2022/2023 at Appendix 2.

3. Background

3.1 The Chief Executive's Service delivers a range of strategic services within the organisation. We do this through a range of activities delivered across our service areas: policy and commissioning, economy and development, City Deal and infrastructure, and communications, marketing and events. Our services are delivered by 227 employees, led by the Chief Executive who is supported by the Head of Policy and Commissioning, the Head of Marketing and Communications, the Head of Economy and Development, and the Programme Director (City Deal and Infrastructure).



3.2 In addition to the core activities, the service 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, supporting Renfrewshire's mass vaccination centres and administering all new business grants applications. The service 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 key priority within the service with the annual report being reviewed by the senior management team.

3.4 The Chief Executive's Service has a proactive approach and commitment to health and safety which is supported by the service's working group. The Council will be progressing and moving to the ISO 45001:2018 Occupational Health and Safety Management system. This international standard replaces BS OHSAS: 18001 and sets the framework for an effective system to control health and safety risks to employees. The working group will be integral to achieving this with the support of managers.

3.5 As with other Council services, the majority of employees have been working from home during the pandemic. The service has adapted its processes and procedures to ensure that standards for all employees working from home are maintained, with the health and wellbeing of employees being a priority. The service's health and safety working group has continued to meet virtually, with the current focus being wellbeing, intervention, and Display Screen Equipment self-assessments for all employees. The group have cascaded all corporate health and safety bulletins and

undertaken regular monitoring to ensure an annual DSE assessment has been completed for employees within the Business World system. Heads of Service and managers have had regular wellbeing 'check ins' with their employees and completed Occupational Health assessments if additional support is required.

- 3.6 The annual report 2021/2022 (Appendix 1) provides information on the implementation of the Council's health, safety and wellbeing policy including the management of health and safety within the service; oversight arrangements for health and safety management and overview of health and safety during 2021/2022.
- 3.7 The action plan 2022/2023 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 2023.
- 3.8 The preparation of this annual report and action plan has been supported by the Finance and Resources, People and OD (FAR, People & OD) Health and Safety Team.

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 not been assessed as the report is for noting only.
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

List of Background Papers

None

Author: Pamela McDonald, pamela.mcdonald@renfrewshire.gov.uk

1. Introduction

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

2. Management of health and safety within the service

- 2.1 The corporate policy on health, safety and wellbeing was revised and approved in December 2021. The current policy outlines the organisational responsibilities of the Chief Executive, managers, employees and others (eg fire wardens, first aiders) with regard to health and safety. The following details are included:

- the health and safety arrangements within the service;
- the specific information regarding health and safety advice and training; and
- how to raise health and safety concerns and how to report an accident.

- 2.2 The policy is available for employees to read within the service or from the Chief Executive's Service health and safety page on the intranet. While the Chief Executive has overall responsibility for the implementation of the policy, the Senior Management Team and managers have a general responsibility to ensure that safe conditions of work apply at all times.

- 2.3 The service's strategy aims to ensure that health and safety is an integral part of the overall management of the service and the service continually seeks ways to ensure a safe workplace for all employees.

3. Organisation for implementing health and safety management

- 3.1 The Head of Policy and 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.

- 3.2 The service's health and safety co-ordinator is a member of the Corporate Health and Safety Committee. Details of any health and safety issues relevant to the service are discussed at the quarterly meetings of the committee. These are then circulated to officers in the working group by e-mail (all employees have access to e-mail) who then disseminate the information locally to managers and employees. This should then be discussed at team meetings at which health and safety is a standing agenda item.

- 3.3 The Health and Safety Committee, in addition to the functions listed above, also acts 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.
- 3.4 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 FAR, People & OD, Health and Safety team.
- 3.5 These arrangements help promote the communication of health and safety information within the service, provide an opportunity for all officers to bring any health and safety issues to the attention of their line manager and/or health and safety co-ordinator while at the same time ensuring that health and safety retains its high profile within the service. In addition, virtual meetings and regular one to ones allows employees to raise issues, discuss concerns and seek any health and safety information with their line manager/Head of Service.

4. Overview of Health & Safety during 2021/22

- 4.1 The Council's FAR, People & OD, Health and Safety team have been responding to national developments in terms of coronavirus testing and Renfrewshire's mass vaccination centres whilst also ensuring that Council employees are kept safe and have access to information and support for their health and wellbeing.
- 4.2 As a service, the communications team have provided regular health and safety updates to employees throughout the pandemic and regular wellbeing features have been communicated in employee newsletters. There is a dedicated Health, Safety and Wellbeing at Work section on the Council's website specifically for employees. It includes advice on PPE, carrying out a home visit or travelling in vehicles and an employee 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 FAR, People & OD, Health and Safety on its implementation.
- 4.3 A webpage was launched late summer dedicated to supporting employees for the reopening of Renfrewshire House with the launch of a mandatory Return to Renfrewshire House iLearn module and a Return to the Workplace form. A desk booking system was established to enable employees access to desks (including DSE specialised equipment where applicable). In addition, the service also occupies office accommodation at 5 High Street, Paisley and the Russell Institute, Paisley both of which have reopened in line with guidance and support from FAR, People & OD, Health and Safety team.

5. Planning and setting standards

- 5.1 The service works with FAR, People & OD, Health and Safety team to identify any potential occupational health risks within the service. Three areas have been

identified as potential hazards in an office environment, regardless of the location as we operate from multiple buildings 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) / ergonomics;
- Musculoskeletal hazards; and
- Wellbeing - isolation from working from home/stress

- 5.2 In addition, the events team manage a programme of public events each of which are individually risk assessed. A bespoke Event Management Pack is created in conjunction with multi agency partners and Council services for each event, with public safety the main priority. Due to the ongoing restrictions on mass gatherings the live major events programme for 2021 was delivered in a hybrid model with some events taking place in digital and in-person and others entirely digital. A new design and delivery model for in-person events was delivered in 2021 with single points of focus removed from programming in favour of a content, installations and activity spread over a larger physical area and most activity running over several days/weekends rather than one off main stage events.
- 5.3 An interim events strategy was developed in January 2022 and will be in place for the 2022/23 programmes to support the recovery and return of live events and the impact of the current capital infrastructure programme on the available event site footprints across the town centre.
- 5.4 The Executive Events Group chaired by the Head of Marketing, Comms and Events with membership from Events, Health and Safety, Civil Contingencies, Risk Management and Regulatory Services have oversight of all event management plans and provide final sign off on the major events management and delivery plans.
- 5.5 The Neighbourhood Hub model which was put into place as part of the initial pandemic response has continued throughout 2021/22, supported by colleagues across the Council and our partners. The hub teams have provided support services to over 1500 households since 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. The longer term model of the service is currently under review as part of Right for Renfrewshire.
- 5.6 Arrangements are in place to ensure that all employees undertake the display screen equipment iLearn training course on the Council's intranet and a display screen equipment self-assessment is carried out by all employees using the form located on Business World. DSE self-assessments should be carried out annually and monitored by managers. These assessments ensure that all workstations within the service comply with best practice. New and expectant mother risk assessments are also carried out; other hazards should also be considered within risk assessments which may include stress or lone working as examples.
- 5.7 Fire safety is a highlighted risk within the service and this is controlled by fire evacuation drills, risk assessments and training all of which raise awareness amongst employees.

6. Training

- 6.1 Health & Safety training is integral to the service's approach to health and safety. Courses are included in the corporate training planner as well as a number of modules on iLearn.
- 6.2 Employees who attend health and safety training are reminded that course evaluations should be undertaken by the delegate to provide feedback.

7. Active monitoring

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

8. Re-active monitoring

- 8.1 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 and the service locations from which people are working.

9. Health and safety management actions 2022/23

- 9.1 Employees will continue to undertake or review their DSE self-assessment directly on Business World which will be reviewed by managers and, where required advice and guidance can be requested from the FAR, People & OD, Health and Safety team ensuring appropriate procedures and practices are implemented.
- 9.2 During 2021/22 a revised New and Expectant Mothers risk assessment template was created and published on the intranet. FAR, People & OD, Health and Safety team are working alongside Business World investigating how to integrate this form onto the system. Accident reporting within Business World is also under review and will be launched during 2022/23.
- 9.3 The service has made good progress towards achieving health and safety objectives and a number of these will be continued into next year. This includes:
 - Awareness and compliance with the revised Council's Corporate Policy on Health, Safety and Wellbeing;
 - Encourage and monitor health and safety training on iLearn and in-person training as required and determined by employee activities and roles;
 - Monitor employees undertake annual DSE self-assessments; and

- Continue to support and contribute to Council health and wellbeing initiatives, including retaining the Healthy Working Lives Gold Award

In addition, a trauma informed and responsive Renfrewshire programme will be developed for the Council. The focus of which will be to support our workforce and to ensure that we recognise and respond to trauma as part of every service we deliver.

9.4 Appendix 2 sets out the Health and Safety Action Plan for 2022/23.

10. Conclusion

10.1 Health and safety remains a key priority within the Chief Executive's Service. Health and safety is viewed as the responsibility of all employees and information, training, advice and guidance is provided on this basis. The involvement and support of all employees (including their representatives) is sought in ensuring the working environment is safe and secure for all employees and visitors.

Chief Executive's Service Health and Safety Action Plan 2022-2023

Action Code	Action Title	Due Date
CEH&S22.01	Recognise the Council's Health & Wellbeing Strategy ensuring all employees are aware of initiatives and participate where relevant / required.	31-Mar-2023
CEH&S22.02	Awareness and compliance with the revised Council's Corporate Policy on Health, Safety and Wellbeing (Dec 2021).	31-Mar-2023
CEH&S22.03	Review general risk assessments in place within the service and maintain the service's risk assessment register.	31-Mar-2023
CEH&S22.04	Ensure employees have access to the latest Covid-19 related guidance with managers continuing to monitor and take appropriate steps where required. FAR, People & OD, Health and Safety team will provide advice and guidance as necessary.	31-Mar-2023
CEH&S22.05	Ensure managers include health and safety as part of the induction process for new employees.	31-Mar-2023
CEH&S22.06	Encourage and monitor health and safety training on iLearn and in-person training as required and determined by employee activities and roles.	31-Mar-2023
CEH&S22.07	Ensure that there are sufficient Fire Wardens in place where service employees are located.	31-Mar-2023
CEH&S22.08	Monitor employees undertake annual DSE self-assessments.	31-Mar-2023
CEH&S22.09	Continue to review the Chief Executive's service health and safety procedures in line with current risks / incidents.	31-Mar-2023
CEH&S22.10	Continue to support and contribute to Council health and wellbeing initiatives, including retaining the Healthy Working Lives Gold Award.	31-Mar-2023
CEH&S22.11	Continue to record and monitor any workplace accidents involving employees in the Chief Executive's service.	31-Mar-2023
CEH&S22.12	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-2023
CEH&S22.13	Ensure that all events planned have an individual event manual which includes health and safety.	31-Mar-2023
CEH&S22.14	Ensure links are made with the Trauma Steering Group and relevant information is disseminated.	31-Mar-2023
CEH&S22.15	Develop and monitor the H&S action plan to support the operation at 5 High Street	31-Mar-2023



To: Finance, Resources and Customer Services Policy board

On: 15 June 2022

Report by: Director of Finance and Resources

Heading: Revised FARS Health and Safety Policy 2022

1. Summary

- 1.1 Finance and Resources (FAR) recognise the importance of effective identification, evaluation and control of any health, safety and wellbeing risks which employees and others receiving our services may be exposed to. It is therefore necessary to ensure the continued application of an effective health and safety management system within the service department. The revised FAR Health and Safety Policy has been developed to reflect service changes in recent years and the current health and safety risk profile for the service.
- 1.2 The aim of this revised policy is to support the corporate policy and set out the service department arrangements, including roles and responsibilities within the service, to:
- control the risks to employees and others who may be affected by their activities;
 - comply with current legislation;
 - promote best practice; and
 - continually improve on health, safety and well-being.
- 1.3 The FAR Health and Safety Policy promotes the council's corporate approach towards a management-led health and safety culture and promotes and encourages service ownership.
-

2. Recommendations

- 2.1 It is recommended that the Board approves the revised FARS Health and Safety Policy 2022.
-

3. Background

- 3.1 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, safety and welfare of their employees at work.
 - 3.2 To manage the service health and safety risks it is first important to understand the health and safety risk profile of the service. This profile has changed considerably in recent years with the experience of the pandemic as well as structural changes within Finance and Resources. The revised policy describes the health and safety profile and the key health and safety risks for the service department.
 - 3.3 The revised policy has been developed in consultation with corporate health and safety and all members of the FAR Health and Safety Planning Group. The policy is to be valid for a period of 3 years but will be updated sooner should any material changes arise regarding service activities. The policy is now presented to Board for approval.
-

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

1.

Finance, Resources and Customer Services Policy Board – 27 March 2019
'Revised FARS Health & Safety Policy'

Author: Joe Lynch, Head of Property Services
Tel: 0141 618 6159, Email: joe.lynch@renfrewshire.gov.uk



Renfrewshire Council

Service Health and Safety Policy

Finance and Resources 2022

Document Title:	FAR Health and Safety Policy		
Owner:	Director of Finance and Resources	Lead Reviewer	J Lynch
Version No.	1.0	Superseded Version:	
Date Effective:	June 2022	Review Date:	June 2025

Foreword

This policy reflects the legal obligations placed upon the service by the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended).

This policy underpins the [corporate policy on health and safety](#) which was approved and adopted in February 2022. Finance and Resources wholly supports the corporate policy, principles and ethos, and all our employees should be familiar with the corporate policy and additionally the service specific information contained within this separate service policy.

The service is committed to continually improving health and safety performance in the delivery of its services which will lead to reduction of injury and ill health. This will be achieved by the implementation and management of an effective health and safety management system, which reflects the objectives set out in the [corporate health and safety strategy](#).

Managers are responsible for motivating and empowering employees to work in a safe and healthy manner and to encourage a positive attitude towards health, safety and wellbeing in the workplace.

Under the Management of Health and Safety at Work Regulations 1999 (as amended), the corporate Health and Safety section based within Finance and Resources are the 'appointed competent persons' to assist the council in overseeing the application and provision of health and safety legislation and will provide advice, guidance and assistance regarding implementation of this policy. The corporate Health and Safety section are authorised by the Chief Executive to stop or prohibit any activity that poses an imminent health and safety risk or danger and report this to the Chief Executive and relevant Head of Service.

This document requires the commitment, support and action from everyone working within Finance and Resources and is central to the ongoing effective management of health and safety.

To this end, I commend this document to you.



Alastair MacArthur
Director
Finance and Resources

Date: 25 May 2022

1. Our service health and safety profile

1. Finance and Resources provide a diverse range of corporate services. To manage the health and safety risks across the service it's important to first understand the service health and safety risk profile. The first table below sets out each area of service along with the approximate number of employees in each and the approximate number of locations where employees within each area are based.

Service area	No. of Employees	No. of Locations where staff are based
DCT – Customer Services & Advice Works	120	10 + homework & home visits
DCT – Outlying areas - Adult Services	76	34
DCT – Outlying areas - Operations	60	13
F&BS – Revs & Financial Support	138	10 – including homeworkers
DCT – Hub	151	02 (RH + Underwood Road)
DCT – DSC	7	01
DCT – Schools Support	184	49 primary, 2 ASN and 11 pre-5 centres
F&BS - Corporate Finance	45	01 (+ homeworking)
Corporate Governance	61	01 (+ homeworking)
DCT - ICT	78	01 (+ homeworking & site visits)
Internal Audit Services	11	01 (+ homeworking)
Property Services	45	01 (+ homeworking & site visits)
People and Organisational Development	52	01 (+ homeworking)
Total:	1028	143

2. The table below sets out the key health and safety risks that each area has identified as relevant to them. This information was gathered through an exercise carried out by the FAR health and safety planning group in November 2021.

Service area	Key Service H&S Risks						
	Musculo-skeletal	Stress	Work at Height	Lone Working	Occupational Driving	Violence & Aggression	Slips, trips, falls
DCT 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"/>
DCT Outlying areas, adult servs and operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
F&BS – Revs & Financial Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
DCT – RH Hub	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
DCT – Schools Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
F&BS 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"/>	<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"/>					
People & Organisational Development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

3. Section 3 below sets out the arrangements for managing the identified risks.

2. Roles and responsibilities

Part 2 of the [corporate health and safety policy](#) sets out organisational responsibilities for Health and Safety Assistance/Advice.

Within Finance and Resources, roles and responsibilities are as follows.

1. 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. The Director has overall responsibility to ensure that advice on matters relating to health, safety and well-being is provided throughout the service. The Director is responsible for:
 - a. the service health and safety policy and its promotion throughout the service
 - b. ensuring there are adequate resources to support the policy
 - c. ensuring that all areas of the service identify and appropriately manage their key health, safety and well-being risks
 - d. employing the use of relevant performance indicators that will both support the council's corporate health and safety strategy and demonstrate continued improvement in health and safety performance across the service.

The Service Director has nominated the Head of Property Services to support them in this role.

2. The Head of Property Services supports the Service Director by:
 - a. chairing the FAR Health and Safety Planning Group and updating the Senior Management Team on the work of the group
 - b. chairing the FAR Health and Safety Committee
 - c. ensuring service areas are appropriately represented on the planning group and committee
 - d. preparing the service annual health and safety report which evaluates the service's health and safety performance for the previous year. The service will follow the corporate template to ensure all matters to be reported are included
 - e. preparing the service health and safety plan with objectives, performance indicators and timescales for completion in the year ahead
 - f. ensuring ongoing engagement with the council's corporate health and safety team as 'competent persons' who will provide advice, guidance and assistance on the implementation of this policy and other appropriate support as required.

The Service Director has nominated Ryan Philips (a Project Manager) to the role of service health and safety co-ordinator, to support the Head of Property Services in their role. Primarily this will involve gathering 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.

3. All Heads of Service will:
 - a. fully support implementation of the service policy across all their teams
 - b. actively promote a positive health and safety culture across all teams, engaging and consulting with employees and ensuring safe systems of work
 - c. ensure all risk assessments for their teams' activities are undertaken and reviewed appropriately
 - d. support actions required to eliminate or control the risks, so far as is reasonably practicable
 - e. ensure reporting and investigation of near misses and accidents to enable trends analysis and a positive learning environment that seeks to reduce recurrence of unwanted events or incidents
 - f. ensure the corporate health and safety team is notified of any RIDDOR reportable incidents (Business World should produce relevant alerts for this).
 - g. respond in a timely manner to any health, safety or well-being concerns raised within their teams.

It is expected that while Heads of Service are accountable for the above, on a day to day basis this will be undertaken by team managers and supervisors on their behalf. [Forms are available on-line](#) to assist.

All employees are reminded that health, safety and well being is everyone's responsibility and everyone has a responsibility to implement the service Health and Safety Policy, procedures and safe systems of work by:

- a. behaving while at work with due care for their own safety and that of others who may be affected by their acts or omissions at work
- b. supporting the service in complying with any health and safety legislation in force
- c. using work equipment correctly, safely and in accordance with appropriate training and instruction; and
- d. notifying their manager or supervisor of any situation they believe, reasonably, represents a workplace health, safety or well-being concern.

Raising health & safety concerns:

Step 1. Raise the concern with your supervisor. If not resolved:

Step 2. Raise the concern with your service manager. If not resolved:

Step 3. Raise the concern with safety representative. If not resolved:

Step 4. Safety representative can raise concerns at the service health and safety planning group.

At any stage during this process, any employee/ safety representative can contact the corporate health and safety section for further guidance.

The Occupational Health Service is committed to the identification, assessment and management of work-related health risks and, as appropriate, non work-related health risks.

4. Safety Representatives appointed by recognised Trade Unions are entitled to inspect work places every three months, accompanied by management, and if necessary more frequently. Safety Representatives are allowed to inspect any statutory document which the service is required to maintain. On request, they will also be given information necessary to carry out their functions as defined under the Safety Representatives and Safety Committees Regulations 1977. The service will consult the relevant Safety Representatives in keeping with the corporate policy.
5. The Service Health and Safety Planning 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.
6. The Health and Safety Planning Group has established terms of reference with membership representing all areas of the service. The planning group assists with development and implementation of the service health and safety policy and plan. The Group provides a forum where members can review relevant statistics, identify trends, areas for improvement and potential solutions, can take forward corporate initiatives and essentially can come together to share both good practice and lessons learned from across the service department. Service representatives on the Planning Group are noted as per the table below (at the time of policy approval).

Service Area	Representatives	
Digital, Customer and Transformation Services	Louise O'Connor	Service Delivery Officer
Digital, Customer and Transformation Services	Julie McBride	Senior Service Delivery Officer
Finance & Business Services	Rhona Barnes	Service Delivery Manager
Finance & Business Services	Mary Sweenie	Development Officer
Finance & Business Services	Craig McEwan	Team Leader
Digital, Customer and Transformation Services	Sylvia Easton	Service Delivery Manager
Finance & Business Services	Vicki Aitken	Finance Manager (Systems & Control)
Corporate Governance	Nairn Young	Assistant Managing Solicitor
Digital, Customer and Transformation Services	Gillian Dickie	Partnering & Commissioning Manager
Internal Audit Services	KellyAnne Moore	Insurance & Risk Management Co-ordinator
Property Services	Joe Lynch	Head of Service (Chair)
People and Organisational Development	Clare McGivern	Administrative Officer

3. Practical matters

1. Communication – this will happen through a number of different channels. A key source of information is the [H&S material on the intranet/ safety flashes etc.](#) Finance and Resource employees should be aware of this source of information.

Each member of the service Health and Safety Planning Group will play an important role in ensuring that key health, safety and wellbeing messages are shared across the whole service. Within the Planning Group itself, Microsoft Teams will be used to facilitate communications about meetings and key messages to be relayed across the service department.

2. Recruitment, induction and training - employees who are new to the service should be clear, from their job descriptions, corporate and local induction, about the health, safety and wellbeing risks that are relevant to them in the workplace.

Employees should have the relevant competencies to undertake their duties and any relevant health and safety training required should be arranged through orgdev.cs@renfrewshire.gov.uk. Health and safety training courses are included in the Training Course Planner, available from Organisational Development and [on the intranet](#).

The corporate health and safety team can also provide bespoke health and safety training on request, at times and locations suitable to the service's requests.

3. Identifying and managing health, safety and well-being risks

As noted in our service health and safety profile, our service department is quite diverse, and risks differ from team to team. Generic risk assessments for the key health, safety and well-being risks to be managed across our service department will be recorded in Business World (in the Generic Risk Assessment Database). Each area of the service will tailor the relevant assessments for their teams and ensure these are communicated to the teams. Health and safety planning group representatives will support this activity. Where possible, relevant Key Performance Indicators will be established and monitored to aid understanding of how the service is performing in relation to managing its key health and safety risks as well as the service's performance in relation to corporate health and safety KPIs.

The planning group will also consider arrangements for emergency procedures and ensure all teams are aware of the arrangements. These include fire safety and emergency evacuation procedures, first aid, security, and welfare arrangements.

Corporate health and safety and the Civil Contingencies Service can provide further advice.

4. Health and safety audits and inspections

An important part of good risk management is to check that the arrangements in place to manage the health, safety and well-being risks (safe systems of practice and controls), are checked and tested. The corporate health and safety team will audit the service's health and safety management systems in liaison with the health and safety planning group and in keeping with the service's health and safety plan. The team will carry out safety inspections with management and union safety representatives.

Although corporate health and safety oversee this process, **all areas of the service are encouraged** to undertake their own regular audits (such as checking that exits aren't blocked or that items aren't lying around that create trip hazards), and feedback results to the health and safety planning group. As a very minimum, managers and supervisors should ensure that they undertake an annual self-inspection of the areas they work in, using the Workplace Observation Inspection Report (WOIR) inspection template (appendix 1).

Appendix 1

Workplace Observation and Inspection Report

Service	Name of Inspector:
Division	Date
Location:	

GENERAL WORKPLACE	Adequate	Action Required Y/N/ NA	Comments
1.1 Floors & Working Areas	<input type="checkbox"/>		
1.2 Stairs & Passageways	<input type="checkbox"/>		
1.3 Exits & Egress	<input type="checkbox"/>		
1.4 External Emergency escape routes	<input type="checkbox"/>		
1.5 General Housekeeping	<input type="checkbox"/>		
1.6 Authorised Access Arrangements	<input type="checkbox"/>		

Chemical (COSHH) STORAGE AND OPERATIONS	Adequate	Action Required Y/N/ NA	Comments
5.1 COSHH - Identification	<input type="checkbox"/>		
5.2 COSHH - Assessments	<input type="checkbox"/>		
5.3 COSHH - Containers	<input type="checkbox"/>		
5.4 Storage Cupboards & Shelves	<input type="checkbox"/>		
5.6 Spillage kits / arrangements	<input type="checkbox"/>		
5.7 PPE - Storage Facilities	<input type="checkbox"/>		

ENVIRONMENT & WELFARE	Adequate	Action Required Y/N N/A	Comments
2.1 Ventilation & Fresh Air	<input type="checkbox"/>		
2.2 Lighting	<input type="checkbox"/>		
2.3 Temperature	<input type="checkbox"/>		
2.4 Toilets & Wash Rooms	<input type="checkbox"/>		
2.5 Kitchens	<input type="checkbox"/>		
2.6 Eating Areas	<input type="checkbox"/>		
2.7 Clothing Storage	<input type="checkbox"/>		

EQUIPMENT, PLANT and TRAFFIC MANAGEMENT	Adequate	Action Required Y/N/ NA	Comments
6.1 PA Testing	<input type="checkbox"/>		
6.2 Electrical Fittings	<input type="checkbox"/>		
6.3 Electrical Wiring & Cabling	<input type="checkbox"/>		
6.4 Machinery Guarding	<input type="checkbox"/>		
6.5 Machinery Safety Devices	<input type="checkbox"/>		
6.6 Apparatus Locks & Interlocks	<input type="checkbox"/>		
6.7 Mechanical Handling Devices	<input type="checkbox"/>		
6.8 Lifting Tackle & Equipment	<input type="checkbox"/>		
6.10 Mobile Plant Test & Maintenance	<input type="checkbox"/>		
6.11 Pressure systems	<input type="checkbox"/>		
6.12 Compressed Air usage	<input type="checkbox"/>		
6.13 Vehicle/Equipment Daily Pre- use checks	<input type="checkbox"/>		
6.14 Traffic & Pedestrian Segregation	<input type="checkbox"/>		
6.15 Hand Tools	<input type="checkbox"/>		
6.16 Stacking (SWL)	<input type="checkbox"/>		
6.17 PUWER / LOLER Risk Assessments	<input type="checkbox"/>		

EMERGENCY ARRANGEMENTS	Adequate	Action Required Y/N N/A	Comments
3.1 First Aid Boxes & Facilities	<input type="checkbox"/>		
3.2 Fire Extinguishers	<input type="checkbox"/>		
3.3 Fire Alarms	<input type="checkbox"/>		
3.4 Fire Doors	<input type="checkbox"/>		
3.5 Assembly Points	<input type="checkbox"/>		
3.6 Emergency Instructions & Notices	<input type="checkbox"/>		
3.7 Safety & Fire Signs	<input type="checkbox"/>		
3.8 Fire Risk Assessment	<input type="checkbox"/>		

WORKING PRACTICES	This is an inspection form – NOT an Audit. Therefore, remove these questions from this Inspection Checklist		
4.1 Use of PPE			
4.2 Use of Equipment			
4.3 Manual Handling Techniques			
4.4 Communication			
4.5 Working Methods			
4.6 Working Safety			

STATUTORY INSPECTIONS	Adequate	Action Required Y/N/ NA	Comments
Electrical	<input type="checkbox"/>		
Gas	<input type="checkbox"/>		
Legionnaires	<input type="checkbox"/>		
Ladder / Kick Steps/ Platforms, etc.	<input type="checkbox"/>		
Asbestos	<input type="checkbox"/>		

OFFICE	Adequate	Action Required Y/N/ NA	Comments
7.1 Furniture	<input type="checkbox"/>		
7.2 Chairs	<input type="checkbox"/>		
7.3 Filing Cabinets/Storage	<input type="checkbox"/>		
7.4 DSE Workstations RA	<input type="checkbox"/>		
7.5 Portable Steps / Kick stools	<input type="checkbox"/>		

Possible Comments (Drop Down)	
1 Repair	6 Clean
2 Replace/Obtain /Arrange	7 Schedule Maintenance/Test
3 Arrange Training	8 Conduct Risk Assessment
4 Notify Supervisor/Manager	9 Rectify Immediately
5 Condemn	10 Other – free type

Responsible person:	Approved: Y/N
Date:	Review date:



To: Finance, Resources and Customer Services Policy board

On: 15 June 2022

Report by: Director of Finance and Resources

Heading: FARS Health and Safety Report and Plan 2022/2024

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 2022 cognisant of the ongoing pandemic and demonstrates the service's commitment to continuous improvement in health and safety performance. The report summarises achievements to March 2022 and appended to the report is the service action plan for 2022/24, detailing the actions which the service aims to take to consolidate and improve health and safety practice.
-

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.
- 3.2 The service health and safety planning group continued to meet in line with its terms of reference throughout the year taking cognisance of the ongoing pandemic. The service continued to be represented at and contribute to meetings of the Corporate Health and Safety Committee.
- 3.3 The attached report covers the period from April 2021 to March 2022 and the new plan proposed will cover the period from now to March 2024, 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
-  5. 'Plan - Do - Check – Act'
-  Appendix 1: Outturn - FAR Health and Safety Plan 2021/22
-  Appendix 2: FAR Health and Safety Plan 2022/24

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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Renfrewshire
Council

Health and Safety Report 2020/22

Finance and Resources

Introduction

The FARS Health and Safety Report and Plan 2020/2022 was presented to Board on 11 November 2020.

This Update 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 2021/22 and sets out the service's health and safety plan going forward, particularly in the context 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 Ryan Phillips (a Project 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	
Digital, Customer and Transformation Services	Louise O'Connor	Service Delivery Officer
Digital, Customer and Transformation Services	Julie McBride	Senior Service Delivery Officer
Finance & Business Services	Rhona Barnes	Service Delivery Manager
Finance & Business Services	Mary Sweenie	Development Officer
Finance & Business Services	Craig McEwan	Team Leader
Digital, Customer and Transformation Services	Sylvia Easton	Service Delivery Manager
Finance & Business Services	Vicki Aitken	Finance Manager (Systems & Control)
Corporate Governance	Nairn Young	Assistant Managing Solicitor
Digital, Customer and Transformation Services	Gillian Dickie	Partnering & Commissioning Manager
Internal Audit Services	KellyAnne Moore	Insurance & Risk Management Co-ordinator
Property Services	Joe Lynch	Head of Service (Chair)
People and Organisational Development	Clare McGivern	Administrative Officer

Document Title: FAR Health and Safety Plan, 2020/2022

4. The service's key health and safety risk profile was reported to Board (11 November 2020), as shown in the table below. The Health and Safety Planning Group reviewed the risk profile at its meeting on 11 June 2021 and agreed that the risk profile, notwithstanding the pandemic, remained accurate with one additional risk accepted within the ICT service area acknowledging how stress should be included within the health and safety risk profile. With the exception of the stress risk added to ICT, there had been no new incident trends that would lead to further changes in the health and safety risk profile for the service.

Service area (Previous)	Key Service H&S Risks						
	Musculo-skeletal	Stress	Work at Height	Lone Working	Occupational Driving	Violence & Aggression	Slips, trips, falls
DCT - 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"/>
DCT - 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"/>	
FBS - Revs & Financial Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
DCT - RH Hub	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
DCT - Schools Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
FBS - 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"/>	<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"/>					
People and Organisational Development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

5. Further to the Covid-19 pandemic leading to national lockdowns, some employees have been involved in our efforts to support the Covid-19 response, these include:
-  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 other services, and,
 -  colleagues temporarily deployed to different roles to support the response to the crisis.

3. Training undertaken 2021/22

1. During 2021/22 a total number of 28 FARs employees undertook health and safety-related courses across the various courses outlined in the table to the right.
2. In addition to the above, 756 FARs staff undertook Display Screen Equipment awareness training via iLearn – the online learning platform used in the council.

Course	Nos. 2021-2022
Mental Health First Aid	18
General Fire Wardens	0
Fire Risk Assessment	9
3-Day First Aid at Work	0
2-Day First Aid at Work Refresher	1
Total =	28

4. Annual statistics 2021/22

1. Accidents and incidents

The table to the right shows the stats for 2021/22 across the different incident types reported. A total of 28 incidents have been reported in the year.

These 28 reported incidents represent a increase of 18, up from the 10 reported in 2020/21.

The numbers remain 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. 2021-2022
Another kind of accident	4
Fall from height	1
Lifting and handling injury	1
Near miss	1
Road traffic accident	1
Slip trip fall at same level	12
Struck against	1
Struck by an object	2
Violence and aggression	5
Total	28

2. Employers liability claims for FARs employees

During 2021/22 there were no employer's liability claims received.

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 2021/22 is included in the Appendix.

3. The current 2020/22 service health and safety Action Plan is also included in the Appendix. While the plan would usually cover a single year, in the current pandemic circumstances the plan covers the period through to March 2022.

Appendix 1: FAR Health and Safety Plan 2021/22

Outturn at March 2022

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 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. 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. Finance & Resources teams have been responding to national developments in terms of coronavirus testing and Renfrewshire's mass vaccination centres whilst also ensuring that Council employees are kept safe and have access to information and support for their health and wellbeing.
3. As a service, Finance & Resources have provided regular health and safety direction and assistance 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.
4. 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
 - 🚧 10 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 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 Digital, Customer and Transformation Services colleagues, working in schools and some customer-facing services.

5. Given the above, the plan going forward will:
 - 🚧 include new actions that reflect the importance of managing **employee wellbeing** working in hybrid environments
 - 🚧 include new actions that reflect the importance of managing **employee wellbeing** in relation to long covid symptoms
 - 🚧 include changes to the **Lone Working Policy** which will include home working
6. Additionally in light of the present circumstances, where the Covid-19 risk is likely to be a concurrent risk, 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	Action status
If the potential for musculoskeletal disorders is not sufficiently addressed there is an increased risk to staff wellbeing and increasing absence levels	<ul style="list-style-type: none"> ▪ DSE assessments should be undertaken as a matter of course every 18 months ▪ DSE assessments should be undertaken specifically and timely for any new starts, anyone moving desks or anyone with a material change of circumstances 	<ul style="list-style-type: none"> ▪ Ensure DSE assessments are carried out online by staff using the new Business World assessment 	 Complete
If the risks associated with lone working 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"> ▪ 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 	<ul style="list-style-type: none"> ▪ Identify any lone workers (in the current Covid-19 context) and ensure risk assessments are updated 	 Complete
If potential exposure to violence and aggression 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"> ▪ Implementation of the corporate policy on violence and aggression ▪ Implementation of corporate training (including for example breakaway techniques) 	<ul style="list-style-type: none"> ▪ To promote awareness of this risk across all teams ▪ To assess training requirements, linking in with corporate health and safety colleagues... 	 Complete
COVID-19 and employee wellbeing 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"> ▪ Access to and uptake of a range of wellbeing services and guidance as set out online for employees, and regularly highlighted through corporate comms: http://www.renfrewshire.gov.uk/article/10541/Working-from-home#Health and wellbeing 	<ul style="list-style-type: none"> ▪ Promote health, safety and wellbeing to all FARS employees ▪ Ensure managers regularly communicate with staff to support mental and physical wellbeing, particularly throughout the winter season 	 Complete
COVID-19 concurrent winter risk 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 higher levels of staff absence which could lead to impact on employee wellbeing and service disruptions	<ul style="list-style-type: none"> ▪ Uptake of the flu vaccination will be an essential part of mitigating this concurrent risk and minimising higher levels of employee absence. ▪ Service business continuity plans/ restoration plans are in place to minimise impact on service provision arising from higher levels of employee absence 	<ul style="list-style-type: none"> ▪ Ensure managers regularly communicate with staff to support mental wellbeing particularly throughout the winter season. ▪ 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 	 Complete

Appendix 2: 2022/2024 Proposed Plan

Risk statement	Risk controls expected to be implemented	Focused actions	Action status
<p>If the potential for musculoskeletal disorders is not sufficiently addressed there is an increased risk to staff wellbeing and increasing absence levels</p>	<ul style="list-style-type: none"> ▪ DSE assessments should be undertaken as a matter of course every 18 months ▪ DSE assessments should be undertaken specifically and timely for any new starts, anyone moving desks, working from home or anyone with a material change of circumstances ▪ DSE assessments should be undertaken when hybrid working causes the need for a change in desk location within council buildings. 	<ul style="list-style-type: none"> ▪ Ensure DSE assessments are carried out online by staff using the new Business World assessment 	<p style="text-align: center;"> TBA</p>
<p>If the risks associated with lone working are not sufficiently addressed there is an increased risk to staff safety and the potential for physical or psychological harm</p>	<ul style="list-style-type: none"> ▪ 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 ▪ New lone working policy to be introduced that will include home working 	<ul style="list-style-type: none"> ▪ Identify any lone workers (in the current Covid-19 context) and ensure risk assessments are updated 	<p style="text-align: center;"> TBA</p>
<p>If potential exposure to violence and aggression is not sufficiently addressed there is an increased risk to staff safety and the potential for physical or psychological harm</p>	<ul style="list-style-type: none"> ▪ Implementation of the corporate policy on violence and aggression ▪ Implementation of corporate training (including for example breakaway techniques) ▪ Implementation of V&A Risk assessment. 	<ul style="list-style-type: none"> ▪ To promote awareness of this risk across all teams ▪ To assess training requirements, linking in with corporate health and safety colleagues... 	<p style="text-align: center;"> TBA</p>
<p>Employee wellbeing 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.</p>	<ul style="list-style-type: none"> ▪ Access to and uptake of a range of wellbeing services and guidance as set out online for employees, and regularly highlighted through corporate comms: http://www.renfrewshire.gov.uk/article/10541/Working-from-home#Health and wellbeing How to promote health and wellbeing within the service – engagement strategy to be defined. Long Covid – how will employees be integrated? Returning to work 	<ul style="list-style-type: none"> ▪ Promote health, safety and wellbeing to all FARS employees ▪ Ensure managers regularly communicate with staff to support mental and physical wellbeing, particularly throughout the winter season 	<p style="text-align: center;"> TBA</p>
<p>COVID-19 concurrent risk 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 higher levels of staff absence which could lead to impact on employee wellbeing and service disruptions</p>	<ul style="list-style-type: none"> ▪ Uptake of the flu vaccination will be an essential part of mitigating this concurrent risk and minimising higher levels of employee absence. ▪ Service business continuity plans/ restoration plans are in place to minimise impact on service provision arising from higher levels of employee absence ▪ Mitigate any impact that covid might have on our employees in response to changing threat levels as per Scottish Government framework - “living with covid”. 	<ul style="list-style-type: none"> ▪ Ensure managers regularly communicate with staff to support mental wellbeing ▪ 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 	<p style="text-align: center;"> TBA</p>

Document Title:

FAR Health and Safety Plan, 2020/2022



To: Finance, Resources and Customer Services Policy Board

On: 15th June 2022

Report by: Director of Finance and Resources

Heading: 2021/22 Annual Report on the Health, Safety and Wellbeing activities within Renfrewshire Council.

Summary

- 1.1 This report provides an update on the health, safety and wellbeing arrangements and performance of Renfrewshire Council in effectively managing health, safety and wellbeing for the period 1st April 2021 to 31st March 2022 (21/22).
- 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*".
- 1.4 The health and well-being activities support the aims of the council's People Strategy: 'Our People Our Future 2021-2026' document.

2. Recommendations

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

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, and subsequent lockdowns 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. This increased the factors that can and has influenced 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.

Key areas of activity

4.0 Covid 19 response and recovery

- 4.1 Throughout the pandemic, which has impacted over the full year of this report, the People and Organisational Development, Health and Safety team, have worked collaboratively with council services, Trades Unions, RVJB, One REN, and services' external partners including the NHS to provide a rapid response during the pandemic. This was to ensure activities 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 PPE provision - at the start of the pandemic, a corporate personal protective equipment group, led by the H&S team, was established with representatives from key services across the council. 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. Towards the end of March 2022, the group activity has significantly reduced, due to confidence in the availability of stocks.

- 4.3 A key priority was to support the safe return to the workplace of all employees in line with national and Scottish Government guidance. This required careful risk assessments to be carried out. 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 included 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 a safe working environment.
- 4.4 To support the resumption of services and COVID-19 secure workplaces the H&S team are key members of the recovery process. The H&S 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. This information has also been shared with the Health and Safety Executive.
- 4.5 To support the safe return of the school estate, the HAZID process was extended to headteachers at all Renfrewshire schools and nurseries, supported by visits to premises by the H&S team. 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 introduced by Scottish Government.
- 4.6 The H&S team were actively involved in the planning, setting up and ongoing support to the NHS vaccination centres (Linwood, Johnstone, Renfrew and Paisley) as well as supporting the mobile testing unit at sites across the whole of Renfrewshire.
- 4.7 Preparation began in December 2020 to ensure a COVID secure election process for Scottish Parliament Elections in May 2021. This was to protect staff and voters. All polling places were risk assessed and inspected prior to the election. The count venue was assessed and set up to minimise covid 19 transmission. The H&S team were a key stakeholder throughout all the election processes.

- 4.8 Protecting mental health and wellbeing has been a key priority for the H&S team. The team works closely with the communications and marketing team 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 and supporting information for the 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.
- 4.9 To ensure employees were working safely from home, display screen equipment (DSE) training was refreshed and DSE assessments were updated. The H&S team supported employees with specialist virtual assessments where needed.

5 Accident/Incident trends.

- 5.1 The Council has an ongoing commitment to eliminating accidents, so far as is reasonably practicable and encourages employees to play their part in achieving this important objective. Each Service's health and safety planning group and health and safety committee/group involving employee representatives, are required to focus on the apparent causes of accidents. This will assist in the development of strategies and local accident reduction programmes. The following sections detail incident data for all services.
- 5.2 A comparison of all incidents recorded for employees, for the years 20/21 and 21/22 is detailed in table 1 below.

Table 1

Service	20/21	21/22
Chief Executives	0	1
Childrens Services	86	183
Communities and Housing Services	9	6
Environment and Infrastructure	34	76
Finance & Resource Services	3	9
Renfrewshire Health and Social Care Partnership	65	48
Council overall	197	323

5.3 Due to diverse nature of the service delivery models, employees work in varied work situations both within the council and RHSCP. The most commonly presented type of incidents that occurred during 21/22 include:

- Slip Trip and falls.
- Incidents involving animals.
- Violence and aggression.
- Falls from height.
- Struck by objects.
- Lifting and handling, and
- Road traffic incidents.

5.4 There is a requirement to report certain types of workplace incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013(RIDDOR). COVID-19 workplace transmission became a reportable category in 2020 and is reflected in the overall numbers. During 21/22 the council reported a total of 82 incidents. The table 2 below is a summary of RIDDOR Notifications by service, as reported by the H&S team.

Table 2

Service	21/22
Chief Executives	0
Childrens Services	39
Communities and Housing Services	0
Environment and Infrastructure	29
Finance & Resource Services	2
Renfrewshire Health and Social Care Partnership	12

6.0 Other activities

6.1 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 partially replaced by a digital programme, with a particular focus on the safe and correct use of Personal Protective Equipment (PPE) and Display Screen Equipment (DSE assessments) for those in the workforce who must continue to work from home. Over the period, using the online system, 1425 employees have been trained on health and safety related courses, this includes topics such as fire, manual handling and ladder safety awareness.

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

- 6.3 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. With the appointment of our new Chief Executive a revised and updated Corporate Health and Safety Policy was approved in December 2021. Other Policies and Guidance reviewed and updated included
- Guidance on unmanned aircraft (Drones)
 - Guidance on completing a workplace stress risk assessment
 - Guidance on the Control of Legionella Bacteria in hot & cold-water systems
 - Guidance on New & Expectant Mothers
 - HAZID and workplace specific risk assessments
 - School's checklists
 - COVID-Age risk assessments
- 6.4 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, for a time we moved to a weekly meeting to allow for direct discussion and collaboration on all health safety and wellbeing measures relating to the pandemic. The meeting has now reverted to normal quarterly meetings although contact is also made through the normal channels of emails, joint site meetings and discussion on specific issues.
- 6.5 The H&S team continue to provide specialist support to services across and council, including the corporate procurement unit, and to support insurance claims, Subject Access Reports and Freedom of Information requests.

A comparison of SAR/FOIs, completed for the years 20/21 and 21/22 is detailed in table 3 below.

Table 3

SAR/FOI	20/21	21/22
	47	76

Contractor vetting during 21/22 continued. This supports the corporate and services procurement processes. This is a vital step, to ensure we engage contractors who can demonstrate the appropriate level of health and safety standards and competence. Many reviews required further vetting to deal with CoVID-19 risk assessments. Table 4 below details the activity.

Table 4

Contractor vetting	21/22
High Risk	210
Low risk	43

- 6.6 With the introduction of the People Strategy: 'Our People Our Future 2021-2026' the development of health and wellbeing initiatives has required a refocusing of the H&S teams activities. The council continues to retain the NHS, Healthy Working Lives, Gold Award. The team has been developing activities and informing employees both, online and on site, about general and specific wellbeing issues. Topics include financial and wellbeing support mechanisms, smoking cessation and mental health and well-being activities.

A significant focus has been on supporting employees with mental health advice and support. This has included the training of nearly 70 Mental Health First Aiders to assist employees in the workplace.

To continue to drive the well-being activities, a corporate health and well being group has been established, this group has membership from across all services as well as having trade unions representation also. The group meets quarterly.

The H&S team have continued attendance, representing the council at national well-being groups.

- 6.7 During 21/22 the H&S team supported the Early Learning and Child Care Centres to complete 45 flight risk assessments. This was to ensure appropriate control measures were identified and applied where needed.
- 6.8 A revision of the sleeping risk assessment for residential properties was undertaken by the H&S team in conjunction with officers from the HSCP and Scottish Fire and Rescue Service.
- 6.9 To support the safety of elected members, the H&S team undertook a review of their surgeries, this was completed using the national guidance issued following the tragic incident involving Sir David Amess.
- 6.10 The H&S team, have been working closely with services and the Scottish Fire and Rescue Service throughout 21/22 to prevent further opportunities for wilful fire raising in our premises.
- 6.11 The H&S team are active members of the Incidents and Alerts Safety Officer network, which is a national NHS group relating to the safety of equipment and processes. We attend meetings and issues alerts as, and when, needed.
- 6.12 The H&S team have supported the HSE during their national campaigns and interventions, the most recent being welfare for construction peripatetic workers.

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 pnegative 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** – Working in safe manner can reduce incidents which could stop accidental releases to the environment.

List of Background Papers None

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To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

Report by: Director of Finance and Resources

Heading: Report on the Voluntary Redundancy/Early Retirements Scheme

1. Summary

- 1.1. An annual report outlining the number of employees leaving the Council through the voluntary redundancy or voluntary early retirement schemes (VR/VER) and the associated financial implications for the Council is presented to this Board following the end of each financial year.
 - 1.2. This report provides an update for the period from 1 April 2021 to 31 March 2022, confirming that 28 employees (24.65 FTE) have left the Council through voluntary redundancy or early retirement.
-

2. Recommendations

- 2.1 Members are asked to note the report.
-

3. Background

- 3.1. This report provides details of the workforce planning arrangements to support the delivery of service changes, predominantly linked to the Right for Renfrewshire programme, over 2021/22. Expressions of interest in voluntary redundancy/early retirement from across the workforce were reviewed to assess the impact of any proposed reduction in headcount on services and the remaining workforce, including the cost to the Council of early release.

As part of the Council's 2021/22 budget strategy, VR/VER has been utilised to achieve service changes and savings.

- 3.2. The Chief Executive, in consultation with the Head of People and Organisational Development, is authorised to determine all requests received from employees for voluntary redundancy/early retirement under these schemes.
- 3.3. During the financial year 2021/22, a total of 28 employees (24.65 FTE) accepted voluntary redundancy/early retirement, or early retirement in the interests of the efficiency of the service.
- 3.4. The financial costs and savings of these decisions are detailed in Appendix 1. An assessment is carried out in each VR/VER exercise to confirm the length of time for savings to be achieved. For the 28 individuals being released from service, this averages at just under **20 months**.
- 3.5. In deciding on requests for voluntary redundancy/early retirement, the Chief Executive and the Head of People and Organisational Development, in conjunction with the appropriate service Director, continue to take into account the potential to implement efficiencies and support the modernisation of the Council's workforce, in addition to the financial savings to be gained. Consideration was given to both the one-off costs of voluntary redundancy/early retirement and the additional ongoing annual costs, and in these cases it was deemed to be of benefit to the Council for these voluntary redundancy / early retirement requests to be agreed.
- 3.6. Appendix 1 contains the following information:
 - The number of employees leaving the Council through either voluntary redundancy / voluntary early retirement, or early retirement in the interests of the efficiency of the service.
 - Redundancy Payment - the total lump sum redundancy payments paid to employees leaving the service.
 - Enhanced Element of Pension (Annual Compensation) - where the employee is a member of the Pension Fund and is awarded compensatory added years, the Council requires to pay the Pension Fund, on a monthly basis, an amount that covers the costs associated with these added years.

- Enhanced Element of the Lump Sum - where an employee is a member of the Pension Fund and is awarded compensatory added years, the Council requires to pay the lump sum directly to the employee as a one-off payment.
- Strain / Factored Costs - where an employee retires early on grounds of efficiency / redundancy and is a member of the Pension Fund, the Council requires to pay a 'strain on the fund' charge for early payment of retirement benefits, or where the employee would otherwise have suffered an actuarial reduction to their benefits for early retirement. The strain on the fund charge is paid to the Pension Fund as a one-off payment.
- Pay in Lieu of Notice - where an employee has not received the appropriate notice of their employment terminating, a payment in lieu of notice is paid by the Council.
- Full Year Savings - these will accrue from the release of staff under the scheme.

Implications of this report

1. **Financial** – as detailed in Appendix 1 of report.
2. **HR & Organisational Development** – as detailed in the report.
3. **Community Planning** – none arising from this report.
4. **Legal** - none arising from this report.
5. **Property/Assets** - none arising from this report.
6. **Information Technology** - none arising from this report.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none arising from this report.
9. **Procurement** – none arising from this report.
10. **Risk** – none arising from this report.

11. **Privacy Impact** - none arising from this report.
 12. **Cosla Policy Position** - none arising from this report.
 13. **Climate Risk** - none arising from this report.
-

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VOLUNTARY REDUNDANCY/EARLY RETIREMENT SCHEME/EFFICIENCY OF THE SERVICE
APPENDIX 1

Financial Implications 1 April 2021 - 31 March 2022

Service	No of Employees	FTE	Total Annual Salary	Redundancy	Enhanced Element of Pension	Enhanced Element of Lump Sum	Strain / Factored Costs	Payment in Lieu of Notice	Full Year Savings
Finance and Resources Service and Chief Executives	10.00	8.81	521,050	232,404	60,608	20,202	807,856	-	444,692
Environment & Infrastructure and Communities and Housing Services	6.00	6.00	280,538	94,416	23,415	7,805	181,060	-	280,538
Children's Services (non-teachers)	12.00	9.84	335,149	121,291	17,467	5,822	133,181	-	335,149
	28.00	24.65	1,136,737	448,111	101,490	33,830	1,122,097	-	1,060,380



To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

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

Heading: Contract Award: Festive Lighting (RC-CPU-21-335)

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 Festive Lighting (RC-CPU-21-335) to Field and Lawn Limited.
 - 1.2 The recommendation to award this Contract follows a procurement process conducted using the Open procedure under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts for an above 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 31 March 2022.
-

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 Festive Lighting (RC-CPU-21-335) to Field and Lawn Limited;

- 2.1.2 For the *service period* of three (3) years with the Council having the option to extend the *service period* for up to 12 months, subject to contract performance. The anticipated *starting date* is 26 September 2022. The actual *starting date* will be confirmed in the Council's Letter of Acceptance to Field and Lawn Limited.
- 2.1.3 Authorise up to a maximum contract value of £650,000.00 excluding VAT plus an additional £80,000 excluding VAT to cover re-measurable works for the four (4) year *service period*.
-

3. **Background**

- 3.1 The Council requires a contract with a suitably qualified and experienced Contractor to provide the storage, repair, maintenance, timely erection and de-erection of the Council's Festive Lights.
- 3.2 A contract notice for this tender was dispatched to Find a Tender Service via the Public Contract Scotland advertising portal on 31 March 2022 and the tender documentation available for downloading from the Public Contract Scotland – Tender platform on this date.
- 3.3 During the live tendering period, eight (8) organisations expressed an interest in the Contract. By the closing date set for return of electronic tenders of 12 noon on Tuesday 3 May 2022, three (3) organisations (tenderers) had submitted a response.
- 3.4 The three (3) tender submissions received, each contained a completed Single Procurement Document (SPD) as required by the Invitation to Tender and these were evaluated against the pre-determined set of criteria in the Single Procurement Document (SPD) by representatives from the following Council services: Environment & Infrastructure, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.
- 3.5 All three (3) tenderer submissions confirmed they met the requirements of the SPD and progressed to evaluation against the published Award Criteria of 30% Quality / 70% Price. During the evaluation one (1) tender submission was rejected due to their tender submission exceeding the limit stated for fee percentages. The Invitation to Tender stipulated that Tenderers who tendered a fee percentage in excess of this limit would have their bid rejected. One (1) tenderer withdrew their tender submission.
- 3.6 The scores relative to the Award Criteria for the one (1) remaining organisation that provided a Tender Submission are noted below:

		Quality (30%)	Price (70%)	Total (100%)
1	Field and Lawn Limited	29.50	70.00	100.00

3.7 The contract is formed from NEC3 Term Service Short Contract April 2013 with Z Clauses.

3.8 Community Benefits were requested as part of the procurement process and Field and Lawn Limited have committed to the following Community Benefits.

Community Benefit Description	No of People / Activity
Financial Support for a Community Project	8
Non financial support for a Community Project	2

3.9 The tender submission from Field and Lawn Limited is considered the most economically advantageous.

Implications of the Report

1. Financial

The costs for this Contract will be met by the Environment and Infrastructures Revenue budget.

2. HR & Organisational Development

None

3. Community/Council Planning

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

4. Legal

The procurement of this Services Contract has been conducted as an above Threshold Open Procedure in accordance with the Public Contracts (Scotland) Regulations 2015 and Renfrewshire Council's Standing Orders Relating to Contracts.

5. Property/Assets

All features and fittings remain the property of Renfrewshire Council.

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**

Field and Lawn Limited's health and safety submission has been evaluated by Renfrewshire Council's Health and Safety section. Field and Lawn 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**

Field and Lawn 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 is considered to be low risk.

List of Background Papers

None

Author: Andrew Green, Procurement Assistant, Corporate Procurement Unit



To: Finance, Resources and Customer Service Policy Board

On: 15th June 2022

Report by: Chief Executive and Director of Communities and Housing Services

Heading: Contract Authorisation Report for Maintenance and Refurbishment Works – Void and Tenanted Properties (RC-CPU-21-248).

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Works Contract for the Maintenance and Refurbishment Works to our Voids and Tenanted Properties (RC-CPU-21-248) to City Gate Construction (Scotland) Limited.
 - 1.2 The recommendation to award the SBCC Measured Term Contract follows a procurement exercise conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts for an above Threshold Works contract using the Open Tender Procedure.
 - 1.3 A Contract Strategy was approved by the Head of Housing Services and the Strategic Commercial and Procurement Manager on 29th March 2022.
-

2. Recommendations

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

- 2.1 To award a Contract for the Maintenance and Refurbishment Works – Voids and Tenanted Properties (RC-CPU-21-248) to City Gate Construction (Scotland) Limited.
- 2.2 Authorise up to the maximum contract value of £20,000,000.00 excluding VAT and
- 2.3 Authorise the contract, with a proposed start date of 18th July 2022. The Contract Period of 2 years with the Council having the option to extend the Contract Period for up to 12 months on two (2) separate occasions. The proposed dates will be confirmed in the Letter of Acceptance.

3. **Background**

- 3.1 A central requirement of Communities and Housing Services is to ensure that Council properties, facilities and assets are of a proper standard, are properly maintained in a manner that complies with statutory legislation and that the appropriate records are maintained.

The Council's own Building Services department will primarily deliver property maintenance where capacity allows however it is necessary to have an additional contractual agreement in place to ensure sufficient capacity is available to deliver the overall programme. This procurement is for a Measured Term Contract for the appointment of a suitably qualified contractor to carry out the maintenance and refurbishment works to both void and tenanted properties, including but not limited to; kitchens, bathrooms, rewire, heating, decoration and void repairs, where the requirement for these works cannot be met by Building Services.

The anticipated spend includes for an enhanced specification to deliver improvement measures in keeping with the Scottish Government's Warmer Homes Scotland programme. These measures include wall insulation, under floor insulation and works of a more specialist nature including renewable heating systems.

The award of this contract will ensure the Council's housing stock is maintained to the required regulatory standards, including the Scottish Housing Quality Standard (SHQS), and that properties are maintained and refurbished within an agreed timescale to ensure targets are met, particularly in relation to the reletting of void properties.

- 3.2 This is a Term Service contract with no guarantee of spend awarded under the SBCC Measured Term Contract 2011 Edition with Employer's Amendments. The maximum spend over the four (4) year period is up to £20,000,000 which is estimated to be £5,000,000 annually although annual

spend may exceed £5,000,000 as long as the cumulative value does not exceed the maximum spend.

- 3.3 To initiate this procurement process a contract notice was published on Find a Tender via the Public Contracts Scotland advertising portal on Friday 1st April 2022 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date.
- 3.5 During the live tender period, twenty two (22) organisations expressed an interest in this opportunity. By the closing date set for the return of electronic tender submissions, 12 noon on Thursday 5th May 2022, six (6) contractors (Tenderers) submitted a response, five (5) declined and eleven (11) failed to respond.
- 3.6 All Tenderers were required to complete a Single Procurement Document (SPD) to be submitted with their tender submission in accordance with Regulation 60 of the Public Contracts (Scotland) Regulations 2015. The six (6) tender submissions received contained a completed SPD and each was evaluated against a pre-determined set of criteria in the form of the SPD by representatives from Housing Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety. Each of the six (6) tender submissions received complied with the minimum selection criteria of the SPD.
- 3.7 All six (6) tender submissions progressed to evaluation against the published award criteria of 65% Price and 35% Quality.
- 3.8 The scores relative to the award criteria for each of the Tenderer tender submissions are noted below:

		Quality (35%)	Price (65%)	Total (100%)
1	City Gate Construction (Scotland) Limited	34.25%	65.00%	99.25%
2	Bell Decorating Group Limited	33.00%	51.46%	84.46%
3	Hugh LS McConnell Limited	34.25%	48.33%	82.58%
4	Procast Property Services Ltd.	28.00%	51.29%	79.29%
5	Novus Property Solutions Limited	29.75%	48.96%	78.71%
6	Mears Facilities Management	31.50%	43.08%	74.58%

- 3.9 The evaluation of tender submissions received identified that the tender submission by City Gate Construction (Scotland) Limited was the most economically advantageous tender.
- 3.10 The form of Contract will be SBCC Measured Term Contract 2011 Edition.
- 3.11 Mandatory Community Benefits were included as a condition of this Contract which City Gate Construction (Scotland) Limited confirmed they will adhere to. The commitment is to deliver four (4) Employment Opportunities, from the table as detailed below:

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

The Mandatory Community Benefits to be delivered from the table above, will be agreed at the mobilisation meeting.

- 3.12 In addition to the mandatory Community Benefits requested, community benefits were requested for every £1,000,000 (£1m) worth of spend made under this Contract. The Community Benefits offered will be delivered each time the spend increases by £1m and City Gate Construction (Scotland) Limited has committed to deliver the following Community Benefits:

Community Benefits Description	No of People/ Activity
Job for an unemployed individual from a Priority Group	1
Job for an unemployed individual	1
Graduate	1
Work Experience Placement for an individual 16+ years of age	1
Non financial support for a Community Project	1

Implications of the Report

- Financial** – The costs for this Contract will be met from the Housing Revenue Account (HRA) capital budget for the refurbishment works and the HRA revenue repairs budget for the maintenance works.

2. **HR & Organisational Development** – No TUPE implications
3. **Community/Council Planning** –
 - **Our Renfrewshire is fair** - Tenderers were assessed within this procurement process in regard to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.
 - **Creating a sustainable Renfrewshire for all to enjoy** – City Gate Construction (Scotland) Limited has committed to deliver Community Benefits as detailed within section 3.11 and 3.12 of this report.
 - **Our Renfrewshire is thriving** – Maximising economic growth, which is inclusive and sustainable.
 - **Building strong, safe and resilient communities** – Ensure our neighbourhoods are safe and attractive.
 - **Tackling inequality, ensuring opportunities for all** – Improving housing conditions for both Council tenants and owners.
 - **Creating a sustainable Renfrewshire for all to enjoy** – The works will ensure that the housing stock is up to standard and protected for the future.
4. **Legal** – The Procurement of this Works Contract has been conducted as an above Threshold Open Procedure in accordance with the Public Contracts (Scotland) Regulations 2015 and Renfrewshire Council’s Standing Orders relating to Contracts.
5. **Property/Assets** – The contract will provide refurbishment works and maintenance/repair to the Council’s void and tenanted domestic properties.
6. **Information Technology** - No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the

recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – City Gate Construction (Scotland) Limited health and safety credentials have been evaluated and passed by Corporate Health and Safety confirming that they met the Council's minimum requirements regarding health and safety.
9. **Procurement** - The procurement procedure outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern government.
10. **Risk** – City Gate Construction (Scotland) Limited insurances are being assessed and evaluated to confirm that they meet the minimum requirements regarding insurable risk. Any award will be subject to our internal Insurance and Risk Management Coordinator confirming that City Gate Construction (Scotland) Limited meet the minimum requirements.
11. **Privacy Impact** – All Tenderers were asked to confirm that they agree to the form of our Data Processor Agreement, City Gate Construction (Scotland) Limited confirmed adherence to it.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – Tackling Climate Change and working towards Net Zero are addressed throughout this contract. The environmental impacts considered are broad and range from the disposal of waste generated from the works being carried out to the type of vehicles and machinery being used on the site. The Contractor will require to consider the emissions from their vehicles when working on site and to switch engines off when not in use to prevent unnecessary emissions. The level of impact associated with provision of these works has been assessed using the Scottish Government Sustainability Test and is considered to be overall low risk.

List of Background Papers

- (a) None

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To: Finance, Resources and Customer Services Policy Board

On: 15th June 2022

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

Heading: Contract Authorisation Report for The Provision of Housing Support Services for Single Homeless People & Childless Couples who may have Complex Needs (RC-CPU-21-267)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract to Blue Triangle (Glasgow) Housing Association Limited for the Provision of Housing Support Services for Single Homeless People & Childless Couples who may have Complex Needs.
- 1.2 The recommendation to award this Contract follows a procurement exercise which was conducted as an open procedure in accordance with the Public Contracts (Scotland) Regulations 2015 for a Social and other Specific Services contract and the Council's Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy for this contract was approved by the Strategic Commercial and Procurement Manager and the Head of Housing Services on 11th August 2021.

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 Provision of Housing Support Services for Single Homeless People & Childless Couples who may have Complex Needs to Blue Triangle (Glasgow) Housing Association Limited;
- 2.1.2 Award the Contract for a Period of 2 years, anticipated to commence on 1st October 2022 and end on 30th September 2024 with the Council having the option to extend for up to 12 months on two (2) separate occasions. If the maximum extension option is taken up, the anticipated end date will be 30th September 2026. The exact dates will be confirmed in the Council's Letter of Acceptance; and
- 2.1.3 To award the Contract up to a maximum value of £799,984 excluding VAT for the entire contract period (£199,996 per annum).

3. **Background**

- 3.1 This new contract will replace an existing contract that is due to expire on 30th September 2022.
- 3.2 The contract is for the provision of a housing support service primarily for single homeless people or childless couples who may have complex needs, residing in supported interim accommodation. The service will be provided from accommodation in Abercorn Street, Paisley. The Provider will also deliver a Housing Management Service for the accommodation at the premises, which does not form part of this contract.
- 3.3 The main aim of the Contract is to support people living in interim accommodation and to support their transition to move on, maintain and manage their settled accommodation. The service will be focussed on the specific needs of the person and based on the individual's personal plan for support. The service will be accessible seven days a week, 24 hours per day and will deliver the following:-
- A model of support that is open, responsive, needs-led and positively integrates with the wider health and social care system;

- The facilitation and active engagement of clients by working in partnership with support agencies such as Invest in Renfrewshire, Engage Renfrewshire and the local Health and Social Care Partnership; and
- Focus on a best practice approach to deliver improved levels of positive resettlement and tenancy sustainment.

3.4 The procurement process for this Contract was conducted as an open procedure in accordance with the Public Contracts (Scotland) Regulations 2015 for a Social and other Specific Services contract and the Council’s Standing Orders Relating to Contracts.

3.5 A Prior Information Notice was despatched via the Public Contracts Scotland portal and published on Find a Tender Service (FTS) on 24th December 2021, inviting interested providers to attend market engagement sessions with the Council in January 2022.

3.6 Following this, a Contract Notice was despatched via the Public Contracts Scotland portal and published on FTS on 17th March 2022 with a tender return deadline of 12 noon on 25th April 2022.

3.7 During the tender period, eleven (11) economic operators expressed an interest in the tender opportunity and at tender return deadline one (1) response was submitted with a further ten (10) economic operators failing to respond. The tenderer who submitted a tender response is detailed in 3.10 of this report.

3.8 In accordance with Standing Order relating to Contracts 11.5, the tender submission was evaluated against a predetermined set of criteria in the form of the Single Procurement Document (SPD) by representatives from Housing Services, Chief Executive’s Services, Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety. The tender submission was compliant with the minimum selection criteria set within the SPD and was then evaluated against the published award criteria of 70% Quality and 30% Price.

3.9 The tender documentation detailed minimum requirements in relation to insurance provision and health and safety requirements.

3.10 The scores relative to the Award Criteria for the tender submission is noted below.

Tenderer	Quality Score (70%)	Price Score (30%)	Total Score (100%)
Blue Triangle (Glasgow) Housing Association Limited	63.75%	30%	93.75%

- 3.11 The tender submission from Blue Triangle (Glasgow) Housing Association Limited is considered the most economically advantageous with the price offered within the budget available for the service and the Council is satisfied that the tender submission is also of suitable quality to provide the service required.
- 3.12 Community Benefits were requested as part of this procurement process. Blue Triangle (Glasgow) Housing Association Limited has confirmed the following will be delivered as part of the contract:

Community Benefit	Number Offered
Job for someone who is unemployed	1
SVQ's	2
Industry skill transfer to school	1

Implications of the Report

1. **Financial** - Using Dun & Bradstreet, the financial status of Blue Triangle (Glasgow) Housing Association Limited was assessed which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – None.
3. **Community/Council Planning** –
 - **Our Renfrewshire is thriving** – Maximising economic growth, which is inclusive and sustainable - Equipping people with the skills and pathways to access opportunities.
 - **Our Renfrewshire is well** - Supporting the wellness and resilience of our citizens and communities - Promoting wellbeing and good mental health and developing strong community-based services that respond to local need.
 - **Our Renfrewshire is fair** - Addressing the inequalities which limit life chances - Tackling health inequalities and narrowing the gaps in healthy life expectancy, reducing drug and alcohol misuse in our communities and ensure that people currently facing disadvantage get access to opportunities to improve their health, skills and income.
 - **Our Renfrewshire is safe** - Protecting vulnerable people and working together to manage the risk of harm - Protecting vulnerable adults, ensuring they can live safely and independently.

4. **Legal** - This procurement process was conducted as an open procedure in accordance with the Public Contracts (Scotland) Regulations 2015 for a Social and other Specific Services contract and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - Blue Triangle (Glasgow) Housing Association Limited Health and Safety submission has been evaluated by Corporate Health and Safety and meets the Council's requirements.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** - Blue Triangle (Glasgow) Housing Association Limited insurances have been assessed by Renfrewshire Council's Risk Officer and meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** - The contract contains Renfrewshire Council's General Conditions of Contract data protection provisions. Blue Triangle (Glasgow) Housing Association Limited will be a Data Controller and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data to those receiving a service under this contract.
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 no climate change implications were noted as part of this Contract.

List of Background Papers

None.

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To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

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

Heading: Supply and Delivery of 4 x 7.5Tonne Multilift XR5 Hook lifts (RC-CPU-22-016)

1. **Summary**
 - 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract for the Supply and Delivery of 4 x 7.5Tonne Multilift XR5 Hook lifts (RC-CPU-22-016) to Lothian Vehicle Bodybuilders Limited; this Contract is part of the Council's Vehicle Replacement Programme for 2022/2023.
 - 1.2 The recommendation to award the Contract follows a procurement exercise conducted as a mini-competition under Lot 3 Bodies for Tippers of the Scotland Excel Framework Agreement for the Supply & Delivery of Heavy and Municipal Vehicles (schedule 03/21).
 - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit which covered the purchase of vehicles for the vehicle replacement programmes from 2018/19 to 2022/2023 and was approved by Director of Environment and Communities, the predecessor service to Environment and Infrastructure, and the Corporate Procurement Manager in June 2018.
-

2. **Recommendations**

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

- 2.1 Authorise the Head of Corporate Governance to award a Contract for the Supply and Delivery of 4 x 7.5Tonne Multilift XR5 Hook lifts to Lothian Vehicle Bodybuilders Limited made following a mini-competition under Lot 3 Bodies for Tippers of the Scotland Excel Framework Agreement for the Supply & Delivery of Heavy and Municipal Vehicles (schedule 03/21).
 - 2.2 Authorise the total contract value of £271,004.00 excluding VAT
 - 2.3 Note that Lothian Vehicle Bodybuilders Limited have committed to delivering the 4 x 7.5Tonne Multilift XR5 Hook to Fleet Services, Underwood Road, Paisley week commencing 20th March 2023.
-

3. **Background**

- 3.1 As part of the vehicle replacement programme Environment & Infrastructure Services identified a requirement to purchase four (4) 7.5Tonne Multilift XR5 Hook lifts. In accordance with Standing Order 29.5 of the Standing Order relating to Contracts, the Scotland Excel Framework Agreement for the Supply & Delivery of Heavy and Municipal Vehicles (schedule 03/21) Lot 3 Bodies for Tippers was identified as the best option for the vehicle purchases.
- 3.2 This procurement exercise has been tendered as a mini-competition under the Scotland Excel Framework Agreement for the Supply & Delivery of Heavy and Municipal Vehicles (schedule 03/21) Lot 3 Bodies for Tippers (the “Framework”).
- 3.3 Lot 3 of the Framework has six suppliers. All six Suppliers were invited to participate in the mini-competition issued on 12th May 2022 with the tender documentation available for downloading from the Public Contract Scotland Tender platform on this date.

By closing date set for return of electronic tenders of 12noon on 23rd May 2022, one Supplier submitted a Tender Submission (hereinafter referred to as tenderer) and five did not provide a response.
- 3.4 The one tenderer who submitted a Tender Submission continues to meet the requirements of the Single Procurement Document (SPD) they completed when applying for a place on the Scotland Excel

Framework Agreement for the Supply & Delivery of Heavy and Municipal Vehicles (schedule 03/21).

- 3.5 The one Tender Submission received was evaluated against a score of 70% price / 30% quality. The quality score achieved through the Framework evaluation process was carried forward as the quality score attributable to this procurement exercise. The scores achieved by the tenderer is detailed in the table below:

		Quality (30%)	Price (70%)	Total (100%)
1	Lothian Vehicle Bodybuilders Limited	25.50%	70.00%	95.50%

- 3.6 The Council is satisfied that the Tender Submission by Lothian Vehicle Bodybuilders Limited is the most economically advantageous tender
- 3.7 Community Benefits were sought for this Contract and Lothian Vehicle Bodybuilders Limited has committed to the following:

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

Implications of the Report

1. **Financial**
The costs under this Contract will be funded from the Environment & Infrastructure Capital budget allocation for the Vehicle Replacement Programme for financial year 2022/2023.
2. **HR & Organisational Development**
No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning –**

Our Renfrewshire is fair - tenderer provided information within this procurement process in regard to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.

Creating a sustainable Renfrewshire for all to enjoy – Lothian Vehicle Bodybuilders Limited has committed to deliver Community Benefits as detailed within section 3.7 of this report.

4. **Legal**

The procurement of this Contract was conducted in accordance with the requirements for a mini-competition under Lot 3 of the Scotland Excel Framework Agreement for the Supply & Delivery of Heavy and Municipal Vehicles (schedule 03/21) and the Council's Standing Orders relating to Contracts.

5. **Property/Assets**

The four 4 x 7.5Tonne Multilift XR5 Hook lifts will be added to the Council's assets list.

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights**

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

8. **Health & Safety**

Lothian Vehicle Bodybuilders Limited's health and safety standards have been assessed and evaluated by Scotland Excel to confirm they meet the minimum requirements regarding insurable risk.

9. **Procurement**

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

10. **Risk**

Lothian Vehicle Bodybuilders Limited's insurances have been assessed and evaluated by Scotland Excel confirm they meet the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact Assessment have arisen or are anticipated.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

13. **Climate Risk**

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

Vehicles Emissions - Renfrewshire Council continue to reduce the carbon footprint of the Council's fleet by removing older and less environmentally friendly vehicles. The Council will continue to explore alternative fuelled models including electric, hydrogen and hydrotreated vegetable oil (HVO) fuelled vehicles.

List of Background Papers

None.

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To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

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

Heading: Contract Authorisation Report for a Framework Contract for Works to Roads Related Structures (RC-CPU-21-427)

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 Framework Contract with a number of suitably qualified and experienced Suppliers for Works to Roads Related Structures (RC-CPU-21-427).
 - 1.2 The tendering procedure for this Framework Contract was conducted in accordance with the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016 and Renfrewshire Council's Standing Orders Relating to Contracts using the open procedure for a Regulated Procurement threshold Works contracts.
 - 1.3 A Contract Strategy was approved by the Head of Operations and Infrastructure and the Procurement Manager in February 2021.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- 2.1.1 Authorise the Head of Corporate Governance to enter into a Framework Contract for Works to Roads Related Structures (RC-CPU-21-427) (“Framework Contract”) with each of the Suppliers shown in 3.11;
 - 2.1.2 Note the cumulative spend made under this Framework Contract will be up to the maximum value of £2,000,000 excluding VAT;
 - 2.1.3 Note that the Framework Contract is intended to commence on 11 July 2022 or alternatively, the date confirmed in the Council’s Letter of Acceptance issued to each Supplier and will be for a period of two years with the Council having the sole option to extend on two (2) separate occasions for a period of up to twelve (12) months on each occasion;
 - 2.1.4 Note Call -Off Contracts made under this Framework Contract will be awarded by way of a Package Order using the selection procedure or the quotation procedure contained in the Framework Contract. Selection of the most appropriate procedure is at the discretion of the Council and will be subject to Council Standing Orders Relating to Contracts, the requirements of the individual Package Order (Call-off Contract) for the works and the need to secure best value.

3. Background

- 3.1 Renfrewshire Council has a statutory obligation to maintain roads related structures within the Council boundary.
- 3.2 This Framework Contract includes repairs, maintenance and improvements of roads related structures.
- 3.3 The Framework Contract will be formed under the NEC3 Framework Contract April 2013 with bespoke Z Clauses. Call-off Contracts awarded under the Framework Contract will be formed using the NEC3 Term Service Short Contract April 2013 with bespoke Z Clauses.
- 3.4 The Framework Contract was tendered as a Regulated Threshold Works Contract in accordance with the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016, as amended and Council Standing Orders relating to Contracts using the Open Procedure. The contract notice was published on the Public Contracts Scotland portal on 28 March 2022. The tender documents were available for download through the Public Contracts Scotland – Tender portal.

- 3.5 During the tendering period, eighteen (18) companies expressed an interest in the Framework Contract. By the closing date set for return of electronic tenders, 12 noon on Thursday, 28 April 2022, five (5) companies provided a response, four (4) declined to respond and nine (9) failed to respond. The five (5) Tender Submissions received were evaluated by a panel comprising representatives from Environment and Infrastructure, Health and Safety, Risk and the Corporate Procurement Unit.
- 3.6 One (1) bid was rejected at this stage as the Invitation to Tender had a selection requirement which placed a limit on fee percentages Tenderers were to include within their Tender Submission. The Invitation to Tender stipulated that Tenderers who tendered a fee percentage in excess of this limit would have their bid rejected.
- 3.7 The remaining Tenderers were evaluated against a pre-determined set of criteria in the form of the Single Procurement Document, SPD (Scotland). All four (4) remaining Tenderers satisfied the Council's requirements in respect of their responses to the SPD (Scotland).
- 3.8 The technical and commercial responses contained in each Tender Submission were scored against the award criteria of 30% technical (Quality) and 70% commercial (Price). The scores achieved by each Tenderer are noted as follows:

Tenderer	Price	Quality	Total
W I & A Gilbert Limited	55.72%	28.75%	84.47%
Geo-Structural Ltd	70.00%	7.50%	77.50%
Mackenzie Construction Limited	40.05%	28.75%	68.80%
Taziker Industrial Limited	20.15%	28.75%	48.90%

- 3.9 The Invitation to Tender stipulated that it was anticipated that four (4) Suppliers would be approved for inclusion in the Framework Contract. However, the Council reserved the right to increase or decrease the number of Suppliers as deemed appropriate by the Council.
- 3.10 The Framework Contract ordering procedures contains the selection procedure and the quotation procedure. Where the selection procedure is applied then the Supplier ranked first will be invited to apply for the Package Order (Call-Off Contract). Should the first ranked Supplier reject the invitation, the second ranked Supplier will be invited to apply for the Package Order (Call-Off Contract) and so on until the Package Order has been awarded.

Where the quotation procedure is used the Package Order will be awarded to the most economically advantageous tenderer.

- 3.11 The Supplier ranking information for the first year of the Framework Contract is as follows:

Lot 1 – Carriageway Resurfacing	
Tenderer	Ranking on Lot
W I & A Gilbert Limited	1st
Geo-Structural Ltd	2nd
Mackenzie Construction Limited	3rd

- 3.12 The ranking will be fixed for the first year of the Framework Contract. From the end of the first year and no later than 2 months prior to each anniversary of the start date, Suppliers may submit an application for price increase or decrease in accordance with the terms of the Framework Contract for the purpose of re-evaluating the Suppliers' competitiveness. This annual re-evaluation will be in respect of prices and rates only. Where the revised prices and rates are accepted by the Council these will replace any earlier prices and rates quoted by that Supplier. The Council shall evaluate the new prices and rates and add this score to the quality score achieved by each Supplier in the original evaluation of Tender submissions for the Framework Contract. Suppliers will be re-ranked in accordance with the revised score. Where ranking positions are amended, the Council will notify all Suppliers awarded under this Framework Contract of their new ranking position prior to the commencement of the next year of the Framework Contract. The new ranking will apply for Package Orders (Call-Off Contracts) awarded after that anniversary of the Framework Contract.
- 3.13 All Suppliers accepted onto this Framework Contract have committed to providing Community Benefits. The level of Community Benefits provided will be based on the value of any Package Orders (Call-Off Contracts) awarded to each Supplier. The Community Benefits to be delivered will be in line with the Council's Community Benefits Outcome Menu.

Implications of the Report

- 1. Financial**
The cost of all Package Orders (Call-Off Contracts) issued under this Framework Contract will be met by the individual Service budgets.
- 2. HR & Organisational Development**
Not applicable.

3. **Community/Council Planning**
Reshaping our place, our economy and our future – the Framework Contract proposed will support the delivery of this outcome.
4. **Legal**
The tendering procedure for this Framework Contract was conducted in accordance with.
5. **Property/Assets**
The Council's roads infrastructure will be maintained to a high standard.
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. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety**
All Suppliers health and safety credentials were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.
9. **Procurement**
The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk**
All Suppliers 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 anticipated.
13. **Climate Risk**

The level of impact associated with works connected with the Framework Contract has been assessed using the Scottish Government Sustainability Test and is considered to be high risk. Suppliers awarded Package Orders (Call-off Contracts) under the Framework Contract will be required to organise their activities in such a way that the impact they have on the environment is minimised.

List of Background Papers

None

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To: Finance, Resources and Customer Services Policy Board

On: 15 June 2022

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

Heading: Notification of the award of the Contract for Surface Treatment (RC-CPU-21-434) under delegated authority granted to the Strategic Commercial and Procurement Manager

1. **Summary**

1.1 The purpose of this report is to notify the Finance, Resources and Customer Services Policy Board of the award of a Contract for Surface Treatment, reference RC-CPU-21-434, approved for award under the delegated authority for the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172, granted to the Strategic Commercial and Procurement Manager by the Finance, Resources and Customer Services Policy Board on 2 February 2022.

1.2 The contract was awarded following a mini-competition under Lot 5 – Surface Treatment of Renfrewshire Council's Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172.

2. **Recommendations**

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

- 2.1 The detail in section 3 of this report which details the contract for Surface Treatment, reference RC-CPU-21-434, approved for award to Kiely Bros. Limited under delegated authority granted to the Strategic Commercial and Procurement Manager by the Finance, Resources and Customer Services Policy Board on 2 February 2022 for the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172.
- 2.2 The *starting date* was 23 May 2022 and the *completion date* is 26 August 2022. These dates were confirmed in the *Employer's Acceptance*.
- 2.3 The contract sum is £745,121.31 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 This contract is to apply surface treatment to carriageways.
- 3.3 The recommendation to approve this contract for award was made under delegated authority granted to the Strategic Commercial and Procurement Manager by the Finance, Resources and Customer Services Policy Board on 2 February 2022 for the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172.
- 3.4 This Contract was tendered as a mini competition under Renfrewshire Council's Framework Contract for Roads Related Maintenance Works, Lot 5 – Surface Treatment for a below Regulated Works Contract in accordance with that Framework and the Council's Standing Orders Relating to Contracts. The mini competition documents were made available on Monday, 11 April 2022 to the two (2) *suppliers* awarded a Framework Contract for Lot 5 – Surface Treatment through the Public Contracts Scotland – Tender portal.
- 3.5 The Tenders received were assessed on the basis of the most economically advantageous tender which included an evaluation of both price and quality. The scores achieved by each tenderer are detailed in the table below:

Supplier	Quality 30%	Price 70%	Total %
Kiely Bros. Limited	22.50	70.00	92.50

John McQuillan (Contracts) Limited	22.50	58.21	80.71
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3.6 In accordance with the authority granted by the Finance, Resources and Customers Services Policy Board on 2 February 2022 for the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172, the Strategic Commercial and Category Manager approved the award of a contract to Kiely Bros. Limited for the contract for Surface Treatment, reference RC-CPU-21-434.

3.7 The approved spend under the Contract is £745,121.31 excluding VAT.

3.8 Community Benefits were sought as part of this process and Kiely Bros. Limited have committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
Financial Support for a Community Project	3
Non Financial Support for a Community Project	3

3.9 Financial costs in respect of this contract will be met from the Capital – General Services Budget.

Implications of the Report

1. **Financial**
Financial costs in respect of this contract will be met from the Capital General Services Budget.
2. **HR & Organisational Development**
Not applicable.
3. **Community/Council Planning**
Reshaping our place, our economy and our future – this contract will support the delivery of this outcome.
4. **Legal**
This Contract was tendered as a mini competition under Renfrewshire Council's Framework Contract for Roads Related Maintenance Works, Lot 5 – Surface Treatment for a below Regulated Works Contract in

accordance with the Framework Contract requirements and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets**
The Council's roads infrastructure will be maintained to a high standard.
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. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety**
All supplier's health and safety credentials were evaluated by Corporate Health and Safety when tendering for the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172, and met the Council's requirements regarding health and safety.
9. **Procurement**
The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern government.
10. **Risk**
All supplier's insurances were assessed and evaluated when tendering for the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172, 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 works connected with the Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172, has been assessed using the Scottish Government Sustainability Test and is considered to be high risk. The supplier awarded this contract will be required to organise their activities in such a way that the impact they have on the environment is minimised.

Author: Brian Bradley, Acting Strategic Commercial Category Manager,
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List of Background Papers

Contract Authorisation Report “*Framework Contract for Roads Related Maintenance Works, reference RC-CPU-20-172*” agreed at the Finance Resources and Customers Services Policy Board on 2 February 2022



To: Finance, Resources and Customer Services Policy Board

On: 15th June 2022

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

Heading: Contract Award: Paisley Grammar School Community Campus (PGSCC) – Principal Contractor (PC) (RC-CPU-21- 247)

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 Pre-Construction Services Agreement for Paisley Grammar School Community Campus (PGSCC) – Principal Contractor (RC-CPU-21-247) (the “PCSA ”) to Galliford Try Construction Limited, T/A Morrison Construction Scotland, and to inform the Board of the intention to subsequently award a Design and Build Works Contract for Paisley Grammar School Community Campus (PGSCC) – Principal Contractor (RC-CPU-21-247) to Galliford Try Construction Limited, T/A Morrison Construction Scotland on completion of the Pre-Construction Services (the “D&B Contract”).
- 1.2 The recommendation to award the PCSA (and subsequently the D&B Contract) follows a procurement exercise which was conducted in accordance with the Competitive Procedure with Negotiation (CPN) under the Public Contracts (Scotland) Regulations 2015 and the Council’s Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy addendum was approved by the Strategic Commercial and Procurement Manager and the Head of Property Services on 5th

November 2021, this was to amend and update the Contract Strategy approved on 7th September 2021.

2. **Recommendations**

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

- (a) Authorise the Head of Corporate Governance to award a Pre-Construction Services Agreement (PCSA) for the Paisley Grammar School Community Campus (PGSCC) – Principal Contractor (RC-CPU-21-247) to Galliford Try Construction Limited, T/A Morrison Construction Scotland.
- (b) Authorise the value of the PCSA at £228,862.21 exclusive of VAT.
- (c) Note the pre-construction services are scheduled for commencement on Monday 11th July 2022. The actual date will be confirmed in the Council's Letter of Acceptance to Galliford Try Construction Limited, T/A Morrison Construction Scotland.
- (d) Note that, on completion of the Pre-Construction Services, a further report will be brought to the Finance, Resources and Customer Services Policy Board seeking approval to enter into the Design and Build Contract with Galliford Try Construction Limited, T/A Morrison Construction Scotland.

3. **Background**

- 3.1 This procurement is for the appointment of a Principal Contractor for the Paisley Grammar School Community Campus project ("PGSCC"). The requirement is for a single Principal Contractor for both pre-construction services and the construction itself.

Renfrewshire Council require to replace the existing Paisley Grammar School and wishes to integrate the school with both the local community and enterprise organisations to form a new Paisley Grammar School Community Campus.

This Contract is for the appointment of a Principal Contractor to design and construct a new Passivhaus school in line with the Scottish Futures Trust (SFT) Learning Estate Investment Programme (LEIP) requirements. The School will be constructed on a site which has been

acquired by the Council and which formed part of the former Chivas Brothers bottling plant at 111-113 Renfrew Road, Paisley, PA3 4DY.

- 3.2 The Council identified the construction of a new Paisley Grammar School Community Campus as it's learning estate investment priority in May 2019. The new school and community campus will accommodate a roll of circa 1200 pupils and will benefit from a community café and community space.

During 2020, formal consultation on the proposal which was supported by Education Scotland was undertaken and a decision to progress the proposal was approved by the Council's Education and Children's Services Policy Board in January 2021. Having met all the qualifying criteria identified by ministers, the project has now been included in Stage 2 of the Scottish Government's £1 billion Learning Estate Investment Programme.

The project will require to attain the SFT LEIP metrics which set out specific targets and outcomes which must be achieved to ensure that the project delivers a high quality, sustainable, low carbon and digitally-enabled learning environment. The outcomes include ambitious energy targets and a requirement to support inclusive economic growth through the creation of jobs to deliver the funded facilities.

- 3.3 Early contractor engagement is being sought in this Project and it is anticipated that the Principal Contractor shall be appointed no later than the commencement of RIBA Stage 2 under a bespoke Pre-Construction Services Agreement. The Principal Contractor will work closely with the Multidisciplinary Design Team (MDDT) up to completion of RIBA stage 4. The appointment of the MDDT was approved by this board on 30th March 2022. At the point that the project is ready to proceed to the construction phase, a further report will be brought to the Finance, Resources and Customer Services Policy Board seeking approval to enter into the Design and Build Contract with Galliford Try Construction Limited, T/A Morrison Construction Scotland. At this point, the appointed MDDT will be novated to the appointed Principal Contractor. This is anticipated to be at the end of RIBA Stage 4.

- 3.4 The Pre-Construction Services will be in the form of a bespoke Pre-Construction Services Agreement (PCSA). The Pre-Construction Services will be carried out to RIBA stages 2-4 (inclusive). Following satisfactory completion of the Pre Construction Services, a report will be submitted to the Finance, Resources and Customer Services Policy Board seeking approval to proceed with the full Design and Build Contract. If the Board approves the recommendation, the Council will

enter into a Design and Build Contract with Galliford Try Construction Limited, T/A Morrison Construction Scotland at the end of RIBA stage 4. The form of Design and Build Contract will be SBCC Design and Build Contract for use in Scotland 2016 edition accompanied with bespoke Employer's Amendments and Preliminaries.

3.5 The CPN process that was adopted was mapped by the following stages;

- Stage 1 (Invitation to Participate - Selection);
- Stage 2 (Invitation to Tender – Initial ITT);
- Stage 3 (Negotiation);
- Stage 4 (Final Tender - Award).

The Council reserved the right to award at the end of Stage 2 if a fully compliant offer was received, without the requirement to proceed to stages 3 and 4.

3.5 Stage 1 of this process was open to all interested bidders, who met the minimum criteria set out in the Invitation to Participate - Selection. The contract notice was published on the Find a Tender and Public Contracts Scotland websites on 8th November 2021 with the Invitation to Participate documents available for download from the Public Contracts Scotland – Tender portal on the same date.

3.7 During Stage 1, fourteen (14) companies expressed an interest in the Contract. By the closing date set for Stage 1 submissions, 10:00 on 09th December 2021, six (6) Candidates had submitted a request to participate (RTP).

3.8 The six (6) RTPs were each evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (SPD) Scotland by representatives from the Council's Corporate Procurement Unit, Property Services and a Category Manager from Scotland Excel provided as additional agency support to help resource the project.

All six (6) Candidates satisfied the Council's minimum requirements within the SPD selection criteria.

3.9 As part of the selection process, and to reduce the number of otherwise qualified Candidates, in accordance with the Invitation to Participate, Candidates had to respond to questions relating to previous experience, technical capacity and capability with projects similar in nature, scope and scale to this Contract.

3.10 A panel of representatives from the Council's Property Services team assessed each of the six (6) Candidate responses to the questions and the five (5) highest scoring Candidates were selected to proceed to Stage 2 (Invitation to Tender – Initial ITT). The Contract Notice for this

procurement indicated the Council's intention to reduce the number of Candidates to five (5) who will be selected to Stage 2 initial tender.

3.11 The selection score for each Candidate within Stage 1 – RTP is noted below:

Candidate	Weighting	Technical Rank
Galliford Try Construction Limited, T/A Morrison Construction Scotland	95.50%	1
Keir Construction Limited	94.50%	2
Morgan Sindall Construction & Infrastructure Ltd	87.50%	3
BAM Construction Limited	87.50%	3
Bowmer & Kirkland Ltd	78.50%	5
Sir Robert McAlpine Limited	74.00%	6

3.12 The top 5 ranked Candidates from Stage 1 were invited by invitation issued on 17th January 2022 via the Public Contracts Scotland – Tender portal to submit an initial tender for Stage 2. By the closing date and time set for return, 2pm on 15th February 2022, four (4) Candidates submitted a response and one (1) failed to respond.

3.13 The tenders received were assessed against the published Award Criteria based on weightings of 20% price and 80% Quality. These were assessed by an evaluation panel consisting of the Council's Property Services team, Corporate Procurement Unit, the Category Manager from Scotland Excel (agency support) and an External Consultant. The Tenderer scores relative to the Award Criteria are detailed in the table below:

Tenderer	Price Score	Quality Score	Total score
Galliford Try Construction Limited, T/A Morrison Construction Scotland	20.00%	78.20%	98.20%
Keir Construction Limited	16.82%	73.60%	90.42%
Morgan Sindall Construction	10.82%	69.00%	79.82%

& Infrastructure Ltd			
BAM Construction Limited	10.79%	62.40%	73.19%

3.14 The Council had an option with the Competitive Procedure with Negotiation to proceed to further stages (Stage 3 and Stage 4), it was agreed by the project team that it was not necessary to take up these options as tenders received were within budget and all tenders met the minimum requirements as set out within the Invitation to Tender Documents. In the Stage 2 Invitation to Tender, the Council had reserved the right not to utilise these stages.

3.15 The Council is satisfied that the Tender Submission from Galliford Try Construction Limited, T/A Morrison Construction Scotland is the most economically advantageous tender submission. To note, the evaluation was set to assess the tenderers for both the pre-construction services and the construction itself, for both elements Galliford Try Construction Limited, T/A Morrison Construction Scotland is the most economically advantageous tender submission.

3.16 Mandatory Community Benefits were included as a condition of this contract which Galliford Try Construction Limited, T/A Morrison Construction Scotland confirmed they would adhere to. The commitment is to deliver 15 new employment opportunities.

In addition to the mandatory Community Benefits requested, and subject to the Council entering into the Design and Build Contract, Galliford Try Construction Limited, T/A Morrison Construction Scotland confirmed in their offer that the following Community Benefits would also be made available to the Council:

Community Benefit Description	No of People / Activity
Job for a young person (age 16-24) from a recognised priority group e.g. from the councils' most deprived datazones	1
Job for an unemployed individual	1
Modern Apprenticeship	2

Graduate	1
Work Experience Placement for an individual 16+ years of age	20
Work Experience Placement for an individual in full time education	10
Business advice/support to a local SME /Social Enterprise/ Voluntary organisation	10
Commitment to ensure that supply chain opportunities are prioritised for Renfrewshire based businesses	4
S/NVQ (or equivalent) for • New Employee • Existing Employee • Supply Chain Employee	15
Industry Awareness Events • Schools • Invest in Renfrewshire – Employability • Further Education	20
Industry Skill Transfer to Schools	8
Financial Support for a Social Enterprise	2
Non financial support for a Social Enterprise	2
Financial Support for other community initiatives which meet the Council's community policies/strategies	15
Non-financial Support for other community initiatives which meet the Council's community development policies/strategies	5

Implications of the Report

1. **Financial** – No financial implications have arisen or are anticipated. Financial and Economic Standing have been assessed as part of the tender selection criteria – which Galliford Try Construction Limited, T/A Morrison Construction Scotland met. The project will be part funded by the Scottish Futures Trust (SFT) within the Stage 2 Learning Estate Investment Programme (LEIP).
2. **HR & Organisational Development** - No HR & Organisational Development implications have arisen or are anticipated.
3. **Community/Council Planning** –

- *Our Renfrewshire is fair* - Tenderers were assessed within Award Criteria regarding their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
- *Reshaping our place, our economy and our future* - The work from the design to the main works will create many employment opportunities across Renfrewshire. The Community Campus itself will redevelop an empty space and it will provide a base for learning and development for current and future generations.
- *Building strong, safe and resilient communities* - The new Paisley Grammar is not just a school, but a Community Campus a place that provides space for those in Community, a place of safety and security that will help nurture and bring communities together.
- *Tackling inequality, ensuring opportunities for all* - This project and the objectives and work that will be achieved has the power to tackle the inequalities that exist here in Renfrewshire throughout all communities. It has the ability to deliver opportunities for all this could be through Community Benefits and the wider work of the project.
- *Creating a sustainable Renfrewshire for all to enjoy* - In the design, the main works and the final outcome of the new Paisley Grammar School Community Campus it will provide a fresh new learning base for over a thousand young people. It will give back to the communities that it serves a new community space to be utilised and it will create a sustainable energy efficient place for all to enjoy and be part of.
- *Working together to improve outcomes* - The new Paisley Grammar School Community Campus will improve many outcomes throughout its lifetime. This will be through the strengthening of the partnership working between school and community. Providing good quality services and improving new ICT developments and opportunities.

4. **Legal** - The procurement of this contract has been conducted in accordance with the Competitive Procedure with Negotiation under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets** – The Council identified the construction of a new Paisley Grammar Community Campus as its learning estate investment priority in May 2019 and the purpose of this project is to inform the design of environmentally and economically sustainable buildings. The Council's investment in its learning estate offers the opportunity for a

place-based approach to local outcomes. integrating local services to support communities.

6. **Information Technology** - No IT implications have arisen or are anticipated.
 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – Galliford Try Construction Limited, T/A Morrison Construction Scotland health and safety credentials are being evaluated by Corporate Health and Safety who will confirm that they meet the Council's minimum requirements regarding health and safety.
 9. **Procurement** – The procurement procedure outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern government.
 10. **Risk** – Galliford Try Construction Limited, T/A Morrison Construction Scotland insurances are being assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
 11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated.
 12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
 13. **Climate Risk** - Tackling Climate Change and working towards Net Zero are addressed throughout this contract. The environmental impacts considered are broad and range from the disposal of waste generated from the works being carried out to the type of vehicles and machinery being used on the site. The Contractor will require to consider the emissions from their vehicles when working on site and to switch engines off when not in use to prevent unnecessary emissions. The level of impact associated with provision of these works has been assessed using the Scottish Government Sustainability Test and is considered to be overall low risk.
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List of Background Papers

(a) None

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To: Finance, Resources and Customer Services Policy Board

On: 15th June 2022

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

Heading: Contract Award: Demolition of Tannahill Road and Tannahill Terrace (RC-CPU-21-229)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Works Contract titled Demolition of Tannahill Road and Tannahill Terrace (RC-CPU-21-229) (the "Contract") to Caskie Limited.
- 1.2 The recommendation to award the Contract follows a mini-competition in accordance with the Scotland Excel Demolition and Deconstruction Framework, reference 1119 and the Council's Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy was approved by the Strategic Commercial Category Manager and the Head of Property Services on 22nd April 2022.
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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 Contract titled Demolition of Tannahill Road and Tannahill Terrace (RC-CPU-21-229) to Caskie Limited;

- (b) Authorise the Contract Sum of £235,850.00 excluding VAT for this Contract; and
- (c) Note the works are for a period of 28 weeks, with the intention for commencement of the works to be 18th July 2022 and a Date for Completion of 10th February 2023. The actual date for Commencement of the Works will be confirmed in the Council's Letter of Acceptance to Caskie Limited.
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3. **Background**

3.1 This procurement is for the appointment of a contractor to carry out the Demolition and site clearance of seventeen (17) blocks of empty domestic dwellings and one (1) commercial unit at Tannahill Road and Tannahill Terrace, Paisley owned by the Council. The Council is building 101 new homes on the neighbouring former St Fergus' Primary School site which will provide a range of properties to house the needs of tenants and owners who wish to remain within the Ferguslie area.

3.2 The proposed demolition of these buildings was approved at the Communities, Housing and Planning Policy Board on 18 May 2021 and is summarised as follows –

**Wholly Empty Council Owned Blocks – Proposed for Demolition
Tannahill Road, Paisley**

46 – 52, 57 – 63, 90 – 96, 97 – 103,
98 – 104, 113 – 115, 117 – 123 and 125 – 131.

Tannahill Terrace, Paisley

1 – 3, 18 – 24, 58 – 64, 74 – 80, 90 – 92,
105 – 111, 133 – 139, 141 – 147 and 157 – 163.

Drums Avenue 26 (Commercial property)

The properties have recently been subject to fire-raising and instances of anti-social behaviour. The site will be landscaped on completion of the demolition works while longer term proposals for the site are considered within the context of the Community Led Development Framework that was approved by the Leadership Board on 01 December 2021.

Opportunities for the redevelopment of the Tannahill site will be considered within the context of the community and stakeholder consultation on the emerging development framework for the wider Ferguslie Park area.

- 3.4 As part of the contract strategy it was identified that the Scotland Excel Framework Agreement, Demolition and Deconstruction, reference 1119 (“Framework”) was best suited for this contract. This Framework has a lot specific to Demolition and Deconstruction works of a value on or over £50,000 (Lot 2). This procurement exercise was conducted as a mini-competition, and was conducted in accordance with the conditions of use set out in the Framework.
- 3.5 There are seventeen (17) companies who confirmed their ability to service the Renfrewshire Council area within Lot 2 of the Framework. All seventeen (17) companies were invited to Tender on 28th May 2022.
- 3.6 During the live tender period, 15 companies expressed an interest in the Contract. By the closing date set for tender submissions, 12 noon on 12th May 2022, ten (10) companies had submitted a response and seven (7) companies did not respond.
- 3.7 The 10 tender submissions were evaluated against the published Award Criteria based on weightings of 60% Price and 40% Quality. This evaluation was carried out by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety. The ten (10) tender submissions received complied with the minimum criteria set out in the ITT. The winning tenderer confirmed that there was no change to the ESPD information disclosed at the time of Framework inception.
- 3.8 The scores relative to the Award Criteria of the ten (10) Tenderers are noted below –

Company	Quality (40%)	Price (60%)	Total (100%)
Caskie Limited	38.25%	55.32%	93.57%
Dem-Master Demolition Limited	32.50%	56.16%	88.66%
JCJ (Demolition & Construction) Limited	31.25%	49.69%	80.94%
Central Demolition Limited	20.50%	60.00%	80.50%
JCH Plant Hire Ltd.	18.50%	56.66%	75.16%
Safedem Limited	22.25%	48.93%	71.18%
George Beattie & Sons Limited	27.00%	37.66%	64.66%
Reigart Contracts Limited	23.25%	36.49%	59.74%
Daltons Demolitions Limited	9.75%	46.73%	56.48%

William Goodfellow (Contractors) Limited	21.25%	35.16%	56.41%
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- 3.9 The evaluation of tender submissions received identified that the submission by Caskie Limited was the most economically advantageous tender.
- 3.10 The form of Contract will be the SBCC Minor Works Building Contract for use in Scotland, 2016 Edition, amended and/or supplemented by Employer's Amendments.
- 3.11 This Contract is funded from the Housing Capital budget.
- 3.12 Community Benefits were requested as part of this procurement process and Caskie Limited confirmed that the following Community Benefits would be made available to the Council for this Contract –

Community Benefit Description	No of People/Activity
Industry Awareness Event	1
Non-Financial Support for a Community Project	1

Implications of the Report

1. **Financial** – The cost for these works will be met by the Housing Capital budget as noted in 3.11 above.
2. **HR & Organisational Development** – No HR or Organisational Development implications have arisen or are anticipated.
3. **Community/Council Planning** –
 - Our Renfrewshire is safe - removing wholly vacant properties within regeneration areas that are causing security and safety concerns to tenants and residents.
 - Working together to improve outcomes - listening to the requests of the communities in which we operate.
4. **Legal** - The procurement of this Contract was conducted as a below Regulated (Works) Mini Competition in accordance with the Scotland Excel Framework Demolition and Deconstruction, reference 1119 and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets** – removal of properties highlighted for demolition.
6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because 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** – Caskie 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 procedure outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern government.
10. **Risk** – Caskie Limited's insurances were assessed and evaluated to confirm that they meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** – No Privacy implications have been identified or are anticipated.
12. **Cosla Policy Position** - No COSLA Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – The Scotland Excel Framework Agreement contains specific conditions that all contractors must adhere to. The Contractor must comply with Scotland's Zero Waste Plan on how all materials arising from the works are sorted, removed from site and whenever possible re-used, re-manufactured or recycled to recover some of their inherent value. After initial sorting on site, the Contractor must evidence to the Client where all materials are taken for further treatment. Copies of consignment notes will be required to demonstrate that appropriate proportions of all materials have been taken to licensed facilities for recycling or landfill. In addition, The Contractor will monitor the operation and maintenance of all their plant and equipment for opportunities to reduce emissions, fuel waste, fuel spillage and noise.

List of Background Papers

- (a) Background Paper 1 – Communities, Housing and Planning Board, 18 May 2021. Heading: Tannahill Area, Ferguslie Park – Housing Regeneration Update
 - (b) Background Paper 2 – Leadership Board, 1 December 2021. Heading: The Making of Ferguslie - framework report and place plan.
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To: Finance, Resources and Customer Service Policy Board

On: 15th June 2022

Report by: The Chief Executive and Director of Communities and Housing Services

Heading: Contract Award: PAS2035 Retrofit Works (Housing Investment and Regeneration Programmes) (RC-CPU-21-318)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Works Contract for PAS2035 Retrofit Works (Housing Investment and Regeneration Programmes) (RC-CPU-21-318) to MP Group U K Limited who are the lead contractor for a consortium consisting MP Group U K Limited and Bolix S A.
 - 1.2 The recommendation to award the Term Service Short Contract follows a procurement exercise conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts for an above Threshold Works contract using the Open Procedure.
 - 1.3 A Contract Strategy was approved by the Head of Housing Services and the Strategic Commercial and Procurement Manager on 22nd December 2022.
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2. Recommendations

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

- 2.1 Authorise the Head of Corporate Governance to award a Contract for PAS2035 Retrofit Works (Housing Investment and Regeneration Programmes) (RC-CPU-21-088) to MP Group U K Limited, who are the lead contractor for a consortium consisting of MP Group U K Limited and Bolix S A;
- 2.2 Authorise a maximum contract value of up to £60,000,000.00 excluding VAT for all Task Orders made under this Contract;
- 2.3 Authorise a proposed *starting date* of 18th July 2022 with the contract period being 2 years with the Council having the option to extend for up to 12 months on two (2) separate occasions. The actual *starting date* will be confirmed in the Council's Letter of Acceptance;
- 2.4 Note, the final value of this contract will be determined by the number of properties both Council owned and privately owned identified and subject of Task Orders;
- 2.5 Note, a Consortium Guarantee is required from the contractor within two (2) weeks of the date of the Letter of Acceptance; and
- 2.6 Note the contract award is subject to MP Group U K Limited providing the required level of Professional Indemnity insurance cover.

3. **Background**

- 3.1 The Council is undertaking a significant retrofit and regeneration programme of its housing stock throughout Renfrewshire in order to meet the Energy Efficiency Standard for Social Housing (EESH), maintain and improve its Scottish Housing Quality Standard (SHQS) position and improve energy efficiency and minimise future maintenance of its social rented and mixed tenure housing stock.

This includes a housing-led regeneration and renewal programme for Renfrewshire which was approved by the Council in December 2020. The ambitious proposals for a major programme of investment in house-led regeneration and renewal will not only significantly enhance the Council's housing stock but will also contribute to the wider transformation of Renfrewshire as a place and will be central to the economic and social recovery of Renfrewshire.

- 3.2 This procurement is for the appointment of a suitably qualified contractor to supply and install retrofit external works to existing residential wholly Council owned properties and mixed tenure blocks to improve their energy efficiency.

The contractor will act as a Retrofit Installer and be responsible for ECO Management, to manage, carry out external envelope works and retrofit works to residential wholly Council owned and mixed tenure properties throughout the Renfrewshire Council area for the housing investment and regeneration programme, as set out within the Housing Revenue Account (HRA) Capital Investment Plan which was approved by Council on 3rd March 2022.

The programme will include internal and external works to domestic properties (a mix of both Council owned and privately owned properties of various archetypes), such work is to ensure the property achieves a standard compliant with PAS2035:2019, which is the prescribed specification for energy retrofit of domestic buildings. A whole house retrofit approach to housing investment and regeneration works will be taken, as this is a more cost effective approach than undertaking multiple works over time and also reduces disruption to residents. In addition, delivering a whole house retrofit approach to PAS2035 standard is critical to achieving a high-performance design solution to improve the thermal performance of the Council's housing stock.

- 3.3 This Contract was tendered as a NEC4 Term Service Short Contract June 2017 (as amended in January 2019 and October 2020) with the 'Z' clauses and this type of contract has no guarantee of the value of the spend as this will depend on the Task Orders issued by the Council. The maximum spend over the four (4) year period was tendered as £60,000,000 based on an estimated £15,000,000 annually, annual spend may exceed £15,000,000.
- 3.4 To initiate this procurement process a contract notice was published on Find a Tender issued via the Public Contracts Scotland advertising portal on Thursday 23rd December 2021 with the tender documentation available for downloading from the Public Contracts Scotland – Tender portal from this date.
- 3.5 During the live tendering period, thirty (30) organisations expressed an interest in this opportunity. By the closing date (Tender Deadline) set for the return of electronic tender submissions, 12 noon on Monday 14th February 2022, eight (8) organisations submitted a response, five (5) declined and seventeen (17) failed to respond.
- 3.6 Tenderers were required to complete a Single Procurement Document (SPD) to be submitted with their tender submission in accordance with Regulation 60 of the Public Contracts (Scotland) Regulations 2015. The eight (8) tender submissions received each contained a completed SPD which was then evaluated against the SPD pre-determined set of criteria by representatives from Housing Services, the Corporate Procurement Unit, Corporate Risk, Finance and Resources and Corporate Health and Safety.

- 3.7 All eight (8) tender submissions confirmed they met the requirements of the SPD and progressed to evaluation against the published award criteria of 60% Price and 40% Quality. During the evaluation, one (1) Tenderer was deemed to have an irregular bid due to a pricing document error and was removed from the process.
- 3.8 The scores relative to the award criteria for each of the remaining seven (7) Tenderer Tender submissions are noted below:

		Quality (40%)	Price (60%)	Total (100%)
1	A consortium led by MP Group U K Limited*	34.88	59.65	94.53
2	A C Whyte & Co Limited	35.00	56.46	91.46
3	Everwarm Ltd	40.00	51.45	91.45
4	Valley Group Limited	31.13	60.00	91.13
5	Procast Building Contractors Ltd.	36.75	47.21	83.96
6	G.M.G. (Contractors) Limited	31.63	51.14	82.76
7	Bell Decorating Group Limited	30.63	46.36	76.99

* Other members of the consortium; Bolix S A.

- 3.9 The evaluation of tender submissions received identified that the tender submission by MP Group U K Limited, as part of a consortium with Bolix S A was the most economically advantageous tender.
- 3.10 The form of contract will be NEC4 Term Service Short Contract June 2017 (as amended in January 2019 and October 2020) with Z Clauses.
- 3.11 The Contract is funded from the Housing Revenue Account (HRA) Capital Programme budget. The Council will also seek to maximise any potential funding opportunities to support the delivery of this Contract.
- 3.12 Mandatory Community Benefits were included as a condition of this contract which MP Group U K Limited confirmed they would adhere to. The commitment was to deliver seven (7) Employment Opportunities, these Employment opportunities will be delivered without any spend on the Contract. The mandated Community Benefits are detailed below:

Mandated Community Benefits Requested	
Job for an unemployed individual from a Priority Group	2
Job for an unemployed individual	2

Modern Apprenticeship	3
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3.13 In addition to the mandatory Community Benefits requested and offered, as part of the quality requirements community benefits were requested for every £3,000,000 (£3m) worth of spend, whether in an individual Task Order or across a number of Task Orders. Those Community Benefits will be delivered each time the spend increases by £3m and MP Group U K Limited has committed to deliver the following Community Benefits as part of this contract for every £3m worth of spend:

Community Benefits Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age	3
Work Experience Placement for an individual in full time education	3
Industry Awareness Events	2
Commitment to ensure that supply chain opportunities are prioritised for Renfrewshire based businesses	1
Non financial support for a Social Enterprise or other approved community initiative	2

3.14 In addition to the Community Benefits identified in 3.12 and 3.13 above, the Council also requested voluntary Community Benefits. Tenderers were asked to take into account the nature of this Contract and its location. MP Group UK Limited have also offered the following voluntary Community Benefits:

Added Value Community Benefits Description
Training Academy – 6 monthly targeted events offering advice and guidance on routes into the industry and practical skill demonstrations for local unemployed people or those in full time education with an interest in construction.
Annual food and/or household goods donation of at least £250 or the provision of staff volunteers to assist in the delivery of the service to two locally based schemes such as Renfrewshire Foodbank or Community Fridge and Community Cabinet Paisley.
Labour and/or material donation.

Implications of the Report

1. **Financial** – The costs for this Contract will be met through the Housing Revenue Account Capital Programme budget.
2. **HR & Organisational Development** – No TUPE implications.
3. **Community/Council Planning** –
 - *Our Renfrewshire is fair* - Tenderers were assessed within this procurement process in regard to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.
 - *Creating a sustainable Renfrewshire for all to enjoy* – MP Group U K Limited has committed to deliver Community Benefits as detailed within section 3.12, 3.13 and 3.14 of this report.
 - *Our Renfrewshire is thriving* – Maximising economic growth, which is inclusive and sustainable.
 - *Building strong, safe and resilient communities* – Ensure our neighbourhoods are safe and attractive.
 - *Tackling inequality, ensuring opportunities for all* – Improving housing conditions for both Council tenants and owners.
 - *Creating a sustainable Renfrewshire for all to enjoy* – The works will ensure that the housing stock is up to standard and protected for the future, while reducing carbon and helping to reduce residents' energy bills within the 8 neighbourhoods.
4. **Legal** – The Procurement of this Works Contract has been conducted as an above Threshold Open Procedure in accordance with the Public Contracts (Scotland) Regulations 2015 and Renfrewshire Council's Standing Orders relating to Contracts.
5. **Property/Assets** - This contract will ensure that the housing stock is up to standard and protected for the future, while reducing carbon and helping to reduce residents' energy bills.
6. **Information Technology** - No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – MP Group U K Limited and Bolix S A 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 procedure outlined within this report ensures that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern government.
10. **Risk** – MP Group U K Limited and Bolix S A insurances were assessed and evaluated to confirm that they meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** - No Privacy implications have been identified or are anticipated.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – Tackling Climate Change and working towards Net Zero are addressed throughout this contract. The environmental impacts considered are broad and range from the disposal of waste generated from the works being carried out to the type of vehicles and machinery being used on the site. The Contractor will require to consider the emissions from their vehicles when working on site and to switch engines off when not in use to prevent unnecessary emissions. The level of impact associated with provision of these works has been assessed using the Scottish Government Sustainability Test and is considered to be overall low risk.
 - Carbon Energy Consumption – The works in the Contract should reduce the energy consumption of the Council domestic properties by replacing roof insulation, external wall panels, offering better insulation and reducing heat loss. The contract management will include monitoring of compliance with relevant Energy Efficiency Measures (EEM).

- Carbon – Vehicle Emissions – Vehicles will be routinely used for the delivery of supplies and resources to the sites. The Contractor will consider the pollution from their vehicles when working on site and to switch off the engine when not using to prevent unnecessary emissions.
- Waste – Production – The works will involve the production of waste which will need to be processed appropriately. Tenderers were required to detail waste management procedures in the Scottish Procurement Document (SPD) in regard to legal obligations and will be encouraged to think sustainably.

List of Background Papers

- (a) Report to Council on 3rd March 2022 titled 'Housing Revenue Account Budget & Rent Levels 2022/23 and Housing Capital Investment Plan 2022/23 to 2026/'
- (b) Report to Council on 17th December 2020 titled 'Housing-led Regeneration and Renewal Programme for Renfrewshire'

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