

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

Date	Time	Venue
Wednesday, 10 November 2021	14:00	Teams - virtual meeting,

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Tom Begg: Councillor Bill Brown: Provost Lorraine Cameron: Councillor Karen Devine-Kennedy: Councillor Audrey Doig: Councillor Neill Graham: Councillor Jim Harte: Councillor John Hood: Councillor Kenny MacLaren: Councillor Iain Nicolson: Councillor Jim Paterson: Councillor Jim Sharkey: Councillor Andy Steel:

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

Recording of Meeting

This meeting will be broadcast live. After the meeting the broadcast will be available to view via a link from the online agenda at www.renfrewshire.gov.uk
Contact: democratic-services@renfrewshire.gov.uk for further information or call 0141 618 7103/4

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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Report by the Director of Finance & Resources.

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Report by the Director of Finance & Resources.

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Report by the Director of Finance & Resources.

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Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 01 September 2021	15:00	Microsoft TEAMS Platform,

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

Representing Trade Unions

J Boylan, S Scott, L Cameron and M McIntyre (UNISON) and G Cochrane (UNITE).

In Attendance

G McKinlay, Head of Schools (Children's Services) D Kerr, Service Co-ordination Manager and J Brown, Lead Facilities Manager (Soft Services) (both Environment & Infrastructure); R Laouadi, HR Manager, R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR & OD Adviser, D Blair, Senior Health & Safety Officer, D Pole, End User Technician, R Devine, Senior Committee Services Officer and J Barron, Assistant Committee Services Officer (all Finance & Resources).

Appointment of Chairperson

It was proposed and agreed Councillor Steel chair the meeting.

DECIDED: That Councillor Steel chair the meeting.

Recording of Meeting

Prior to the commencement of the meeting members were reminded that this meeting would be recorded and that the recording would be available to watch on the Council's website.

1 **Apologies**

M Ferguson and S Hicks (both UNISON) and C O'Byrne, L Kilicaslan and C Lavery (all Renfrewshire Health & Social Care Partnership).

2 **Declarations of Interest**

There were no declarations of interest.

3 **Absence Statistics**

There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for the year 2020/2021 and for the period ending 30 June 2021.

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

DECIDED: That the reports on absence statistics for the first quarter of 2020/21 be noted.

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

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

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

The Health and Safety team, as part of the wider HR and OD team, had worked collaboratively with all key stakeholders, including the Trades Unions, across the council and external partners such as the NHS to ensure that any activities being undertaken, were risk assessed. More importantly the controls being reviewed in line with any changes to the guidance including COVID Levels as they emerged to ensure employees and clients health, safety, and wellbeing. With the move to beyond National strategic level 0 the Team had been actively involved in work with services to assist in a planned and managed response to work in accordance with guidance. Working from home was still the preferred option for some employees wherever possible.

The Corporate Health and Safety Committee meetings had been reinstated. The next meeting would be held in September 2021 on the Microsoft TEAMS platform.

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 8 grievances as at August 2021.

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 at July 2021 and detailing the capacity and Services in which they were engaged. The report advised that as at July 2021, 137 agency workers were employed across all Services, and that this was a reduction of 22 agency workers since June 2021.

DECIDED: That the report be noted.

7 **Date of Next Meeting**

DECIDED: That it be noted that the next meeting of the JCB Non-Teaching was scheduled to be held at 3pm on 10 November 2021.



To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Finance and Resources

Heading: Revenue and Capital Budget Monitoring as at 17 September 2021

1. Summary of Financial Position

- 1.1. The projected Revenue outturn at 31 March 2022 for Finance, Resources and Customer Services is an overspend position of £0.560m (0.6%) against the revised budget for the year.
- 1.2. The projected Capital outturn at 31 March 2022 for Finance, Resources and Customer Services is a break-even position.
- 1.3. This is summarised over the relevant services in the table below and further analysis is provided in the Appendices.
- 1.4. For the financial year 2021/22, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.

Table 1: Revenue

Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Finance and Resources	£35,769	£35,328	£386	£35,714	£55	-0.2%
Environment and Infrastructure	£18,067	£17,802	£880	£18,682	(£615)	3.4%
Miscellaneous	£38,593	£38,593	£0	£38,593	£0	0.0%
Total	£92,429	£91,723	£1,266	£92,989	(£560)	0.6%

Table 2: Capital						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
Finance, Resources and Customer Services, including Environment and Infrastructure	£6,703	£6,703	£0	£6,703	£0	0.0%

2. Recommendations

Members are requested to:

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

3. Revenue

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of £0.560m (0.6% of total budget) for Finance, Resources and Customer Services. Detailed division service reports can be found at the end of this report, along with an explanation of each significant projected variance.
- 3.2. The projected outturn is based on information currently available and assumptions made by service budget holders. Any changes to these projections will be detailed in future reports to this Board.
- 3.3. The main reason for the projected outturn position are indicated below the tables showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).

4. Revenue Budget Adjustments

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £2.569m have been processed since the last report. These related mainly to:
 - Finance and Resources:
 - (£0.280m) transferred from Finance and Resources to Environment and Infrastructure relating to the relocation of the Energy team under the R4R Placeshaping workstream;

- Environment and Infrastructure:
 - £0.280m transferred into Environment and Infrastructure from Finance and Resources relating to the relocation of the Energy team under the R4R Placeshaping workstream;
 - (£0.878m) transferred into Miscellaneous from Soft FM for savings targets under R4R workstreams.
 - £2.292m permanent transfer of funding from Children's Services for the provision of 1140 early years services
 - £0.060m transfer in for the increase in the living wage rate.
- Miscellaneous:
 - £1.517m transferred into Miscellaneous from Finance and Resources, Communities and Housing, and Environment and Infrastructure to cover savings targets for R4R workstreams;
 - (£0.440m) transferred from Miscellaneous to Finance and Resources to allocate budget for the ERP Team (ICT) held centrally until required.

5. Capital

- 5.1. The Capital Investment Programme 2021/22 to 2025/26 was approved by the Council on 4 March 2021. For Finance, Resources and Customer Services the approved capital spend for 2021/22 is £6.703m (£8.717m at Period 3).
- 5.2. The budget movement results from reprofiling in the approved capital programme for Finance, Resources and Customer Services for the year, of £2.014m. This arises from updated cashflows for roof replacement and rewiring works within Lifecycle Capital Maintenance. Further detail can be found at Appendix 2.

6. Capital Budget Adjustments

- 6.1. Since the last report, budget changes totalling £2.014m have arisen, which reflect the following:
 - Budget carried forward from 2021/22 to 2022/23 (£2.014m):
 - Lifecycle Capital Maintenance Budget (£2.014m) reflecting updated cashflows for various roof replacement and rewiring projects, including Brediland and Newmains Primary Schools roof replacements, expected to be completed over summer 2022.

Implications of this report

1. **Financial** – The projected budget outturn position for Finance, Resources and Customer Services' Revenue budget is an overspend of £0.560m. Income and expenditure will continue to be monitored closely for the rest of the financial year and, as far as possible, steps will be taken to mitigate any overspend.

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

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

2. **HR and Organisational Development**

None directly arising from this report.

3. **Community/Council Planning**

None directly arising from this report.

4. **Legal**

None directly arising from this report.

5. **Property/Assets**

The Capital expenditure in this board will result in lifecycle maintenance improvements to existing properties and replacement of ICT assets and infrastructure.

6. **Information Technology**

None directly arising from this report.

7. **Equality and Human Rights**

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

If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health and Safety

None directly arising from this report.

9. Procurement

None directly arising from this report.

10. Risk

The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.

11. Privacy Impact

None directly arising from this report.

12. Cosla Policy Position

N/a.

13. Climate Risk

None directly arising from this report.

List of Background Papers

Revenue Budget and Council Tax 2021/22. Council, 4th March 2021.

Non-Housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2021/22 – 2025/26. Council, 4th March 2021.

Authors: Christine McCourt / Kevin Festorazzi / Geoff Borland

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Objective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Finance and Resources	36,037	(268)	35,769	35,328	386	35,714	55	0.2%	(85)	140
Environment and Infrastructure	16,296	1,771	18,067	17,802	880	18,682	(615)	(3.4%)	(523)	(92)
Miscellaneous	37,527	1,066	38,593	38,593	0	38,593	0	0.0%	0	0
NET EXPENDITURE	89,860	2,569	92,429	91,723	1,266	92,989	(560)	(0.6%)	(608)	48

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	83,289	523	83,812	83,363	757	84,120	(308)	(0.4%)	(257)	(51)
Premises Related	8,590	58	8,648	8,625	0	8,625	23	0.3%	684	(661)
Transport Related	1,272	8	1,280	1,513	0	1,513	(233)	(18.2%)	(141)	(92)
Supplies and Services	19,292	663	19,955	20,427	(185)	20,242	(287)	(1.4%)	176	(463)
Third Party Payments	1,953	(48)	1,905	1,900	0	1,900	5	0.3%	4	1
Transfer Payments	52,670	(666)	52,004	52,188	0	52,188	(184)	(0.4%)	(377)	193
Support Services	5,720	(82)	5,638	5,591	0	5,591	47	0.8%	85	(38)
Depreciation and Impairment Losses	14,807	0	14,807	14,807	0	14,807	0	0.0%	0	0
GROSS EXPENDITURE	187,593	456	188,049	188,413	572	188,985	(936)	(0.5%)	174	(1,110)
Income	(97,733)	2,113	(95,620)	(96,690)	694	(95,996)	376	0.4%	(782)	1,158
NET EXPENDITURE	89,860	2,569	92,429	91,723	1,266	92,989	(560)	(0.6%)	(608)	48

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Objective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Finance and Resources Directorate	(354)	(5)	(359)	(437)	0	(437)	78	21.7%	89	(11)
Corporate Governance	2,965	85	3,050	2,897	51	2,948	102	3.3%	25	77
Finance Services	3,407	5	3,412	3,290	0	3,290	122	3.6%	95	27
ICT Services	9,847	444	10,291	10,116	0	10,116	175	1.7%	142	33
HR, OD and Workforce Strategy	2,754	0	2,754	2,825	0	2,825	(71)	(2.6%)	(84)	13
Customer and Business Services	13,965	(298)	13,667	13,655	164	13,819	(152)	(1.1%)	(197)	45
Housing Benefits	1,559	100	1,659	1,759	0	1,759	(100)	(6.0%)	(100)	0
Property Services	467	(600)	(133)	(133)	0	(133)	0	0.0%	0	0
Social care (non-delegated)	818	0	818	762	0	762	56	6.8%	60	(4)
Change Fund	19	1	20	19	171	190	(170)	(850.0%)	(142)	(28)
Finance projects	0	0	0	0	0	0	0	0.0%	0	0
Audit Services	590	0	590	575	0	575	15	2.5%	27	(12)
NET EXPENDITURE	36,037	(268)	35,769	35,328	386	35,714	55	0.2%	(85)	140

Objective Heading	Key Reasons for Significant Projected Variances
Corporate Governance	COVID-19 projection relates to reduced income in the Registration and Licensing functions, primarily due to a decrease in the number of weddings taking place, and a reduction in the number of taxi licences being applied for.
ICT Services	Projected underspend is primarily due to staffing vacancies. Anticipated overspends in telephony costs are offset by software cost savings.
HR, OD and Workforce Strategy	It is anticipated that HR will overspend on staffing costs due to ongoing budget pressures.
Customer and Business Services	Projected overspend relates to staffing costs, primarily in frontline services where the need to fill vacancies as they arise is essential, meaning that budgeted turnover targets are not being achieved.
Housing Benefits	An overspend is projected in relation to overpayments of Housing Benefits, based on prior year trends.
Change Fund	COVID-19 projection arises from additional staff costs and overtime across Finance and Resources that has been necessary in order to effectively respond to the pandemic.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

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

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	32,201	(92)	32,109	32,753	157	32,910	(801)	(2.5%)	(1,455)	654
Premises Related	2,710	(40)	2,670	2,604	0	2,604	66	2.5%	713	(647)
Transport Related	81	2	83	50	0	50	33	39.8%	30	3
Supplies and Services	9,113	(45)	9,068	8,477	15	8,492	576	6.4%	538	38
Third Party Payments	1,652	0	1,652	1,648	0	1,648	4	0.2%	4	0
Transfer Payments	53,666	(2,335)	51,331	51,483	0	51,483	(152)	(0.3%)	(348)	196
Support Services	589	(16)	573	507	0	507	66	11.5%	85	(19)
Depreciation and Impairment Losses	0	0	0	0	0	0	0	0.0%	0	0
GROSS EXPENDITURE	100,012	(2,526)	97,486	97,522	172	97,694	(208)	57.6%	(433)	225
Income	(63,975)	2,257	(61,718)	(62,194)	214	(61,980)	262	0.4%	348	(86)
NET EXPENDITURE	36,037	(269)	35,768	35,328	386	35,714	54	0.2%	(85)	139

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

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

Objective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Building Services	(243)	(22)	(265)	(152)	252	100	(365)	137.7%	(290)	(75)
Street Lighting Maintenance Work	373	0	373	538	0	538	(165)	(44.2%)	(171)	6
Public Building Repairs	3,488	315	3,803	3,803	0	3,803	0	0.0%	0	0
Soft Facilities Management Services	12,678	1,478	14,156	13,613	628	14,241	(85)	(0.6%)	(62)	(23)
NET EXPENDITURE	16,296	1,771	18,067	17,802	880	18,682	(615)	(3.4%)	(523)	(92)

Objective Heading	Key Reasons for Significant Projected Variances
Building Services	The price of materials have increased significantly, due to supply issues because of the ongoing pandemic. In addition the service is having to hire significant numbers of vehicles, due to the increased downtime of the ageing fleet. The cost of both materials and vehicle hire is fluctuating significantly, and the costs of both may increase as the year progresses.
Street Lighting Maintenance Work	There is a projected overspend on repairs and maintenance of the street lighting columns, due to increased cost of materials, which will be monitored closely throughout the year.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

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

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	22,997	1,197	24,194	23,104	600	23,704	490	2.0%	1,198	(708)
Premises Related	3,159	99	3,258	3,300		3,300	(42)	(1.3%)	(29)	(13)
Transport Related	1,180	5	1,185	1,451		1,451	(266)	(22.4%)	(170)	(96)
Supplies and Services	8,389	631	9,020	10,083	(200)	9,883	(863)	(9.6%)	(362)	(501)
Third Party Payments	0	0	0	0		0	0	0.0%	0	0
Transfer Payments	1	3	4	35		35	(31)	(764.6%)	(30)	(1)
Support Services	1,094	(20)	1,074	1,092		1,092	(18)	(1.7%)	0	(18)
Depreciation and Impairment Losses	0	0	0	0		0	0	0.0%	0	0
GROSS EXPENDITURE	36,820	1,915	38,735	39,064	400	39,464	(729)	(1.9%)	607	(1,336)
Income	(20,524)	(144)	(20,668)	(21,262)	480	(20,782)	114	0.6%	(1,130)	1,244
NET EXPENDITURE	16,296	1,771	18,067	17,802	880	18,682	(615)	(3.4%)	(523)	(92)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - MISCELLANEOUS

Subjective Summary	Revised Annual Budget at P3	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	28,091	(585)	27,506	27,506	0	27,506	0	0.0%	0	0
Premises Related	2,721	0	2,721	2,721	0	2,721	0	0.0%	0	0
Transport Related	12	0	12	12	0	12	0	0.0%	0	0
Supplies and Services	1,790	77	1,867	1,867	0	1,867	0	0.0%	0	0
Third Party Payments	301	(49)	252	252	0	252	0	0.0%	0	0
Transfer Payments	(998)	1,668	670	670	0	670	0	0.0%	0	0
Support Services	4,037	(45)	3,992	3,992	0	3,992	0	0.0%	0	0
Depreciation and Impairment Losses	14,807	0	14,807	14,807	0	14,807	0	0.0%	0	0
GROSS EXPENDITURE	50,761	1,066	51,827	51,827	0	51,827	0	0.0%	0	0
Income	(13,234)	0	(13,234)	(13,234)	0	(13,234)	0	0.0%	0	0
NET EXPENDITURE	37,527	1,066	38,593	38,593	0	38,593	0	0.0%	0	0

RENFREWSHIRE COUNCIL
CAPITAL BUDGET MONITORING STATEMENT 2021/2022
1 April 2021 to 17 September 2021

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Current Year 2021/22							Full Programme - All years			
	Prior Years Expenditure to 31/03/2021*	Approved Budget 2021/22	Budget Adjustments 2021/22	Revised Budget 2021/22	Projected Outturn 2021/22	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31 March 2026	Projected Outturn to 31 March 2025	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000	£000	%	£000	£000	£000	%
CORPORATE PROJECTS											
ICT Infrastructure Maint & Renewal Programme	0	1,955	433	2,388	2,388	0	0%	3,988	3,988	0	0%
Strategic Asset Management Fund	0	2,500	-2,500	0	0	0	0%	0	0	0	0%
Energy Efficiency Programme	0	147	0	147	147	0	0%	147	147	0	0%
Lifecycle Capital Maintenance (LCM) Fund	0	5,663	-2,581	3,082	3,082	0	0%	9,852	9,852	0	0%
Digital Infrastructure Provision	1,936	300	-300	0	0	0	0%	1,936	1,936	0	0%
Community Empowerment Fund	124	534	0	534	534	0	0%	951	951	0	0%
Greenspaces and Parks	396	442	-40	402	402	0	0%	1,036	1,036	0	0%
Villages Improvement Fund	0	150	0	150	150	0	0%	150	150	0	0%
TOTAL	2,456	11,691	-4,988	6,703	6,703	0	0%	18,060	18,060	0	0%

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

Objective Heading	Key Reasons for Significant Projected Variances



To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Finance and Resources

Heading: Revenue and Capital Budget Monitoring – Council Overview as at 17 September 2021

1. Summary of Financial Position

- 1.1. The projected Revenue outturn at 31 March 2022 for all services is an overspend of £6.111m.
- 1.2. The projected Capital outturn at 31 March 2022 for all services is an underspend of £0.400m against the revised budget for the year.
- 1.3. This is split between General Fund Services and the Housing Revenue Account (HRA) in the table below, with further analysis is provided in the Appendices.
- 1.4. For the financial year 2021/22, the projected outturn position is split into Core (or business as usual) and COVID-19 related variances to help readers understand the impact of the pandemic on service finances.
- 1.5. Included in the Projected Outturn relating to COVID-19, but not detailed in the service figures in the appendices is a projected under-recovery in Council Tax income of £0.500m arising from the economic impact of the pandemic. This figure represents around 0.5% of budgeted council tax income in the year. This forecast will continue to be kept under close review and will be updated as the year closes.

Table 1: Revenue						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
General Fund Services	455,083	452,104	9,090	461,194	(6,111)	-1.2%
Housing Revenue Account	0	30	(30)	0	0	0.0%
Total	455,083	452,134	9,060	461,194	(6,111)	-1.2%

Table 2: Capital						
Division	Revised Annual Budget £000	Projected Outturn Core £000	Projected Outturn COVID-19 £000	Total Projected Outturn £000	Budget Variance (Adv)/Fav £000	Budget Variance %
General Fund Services	92,981	92,941	0	92,941	400	0.4%
Housing Revenue Account	21,876	21,876	0	21,876	0	0.0%
Total	114,857	114,457	0	114,457	400	0.3%

2. Recommendations

Members are requested to:

- 2.1. Note the projected Revenue outturn position detailed in Table 1 above, considering that the forecast position is based on best estimates and confirmed government support at this point in time; and
- 2.2. Note the projected Capital outturn position detailed in Table 2 above.

3. Revenue Monitoring

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual overspend of £5.611m (1.2% of total budget) for all Services. Details for all services can be also be found here, along with an explanation of significant projected variances.
- 3.2. The projected outturn is based on information currently available, and assumptions made by service budget holders. Any changes to these projections will be detailed in future reports to this board.
- 3.3. The main reasons for the projected outturn position are indicated in the appendix showing both the subjective analysis (what the budget is spent on) and the objective analysis (what division is spending the budget).

4. Capital Monitoring

- 4.1. The General Services Capital Investment Programme 2021/22 to 2025/26 was approved by the Council on 4 March 2021. For General Fund Services the approved capital spend for 2021/22 is £92.981m.
- 4.2. The Capital Monitoring report at Appendix 2 indicates a projected underspend of £0.400m in the approved capital programme for General Fund Services for the year.
- 4.3. The HRA Capital Investment Programme 2021/22 to 2023/24 was approved by the Council on 4 March 2021. For the HRA the approved capital spend for 2021/22 is £21.876m.
- 4.4. The Capital Monitoring report at Appendix 3 indicates a break-even position in the approved capital programme for the HRA for the year (see Appendix 3).

However, it should be noted that due to significant pressures that are emerging in construction commodities and supply chains (in particular steel) it is anticipated that a second wave of COVID-19 driven cost pressures will emerge on capital projects. Greater clarity in the scale and reach of this emerging risk is expected to emerge over coming weeks and months, however it is expected that there will be a requirement to earmark a proportion of the Council's flexible COVID-19 reserves to manage this risk moving forward. Further details in this regard will be provided in future reports.

5. Capital Overview

- 5.1. The Council must determine and keep under review the maximum amount it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e., the level of resources that are used to fund capital expenditure over the longer term, rather than at point of spend. It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.
- 5.2. The limit on capital expenditure that the Council has set for 2021/22 is shown in the table below. The limit is based on the resources available to fund the capital programmes, split between Housing and Non-Housing Services, but excludes the Public Sector Housing Grant, as this is not considered to be capital spend.

	Approved Plan £m	Forecast Expenditure £m
Non-Housing	115.679	92.981
Housing	25.602	21.876
Total	141.281	123.867

- 5.3. The CFR set by the Council for 2021/22 is shown in the table below and is split between Housing and Non-Housing Services. The projected outturn at 31 March 2022 is also shown. Any significant increase in the capital expenditure limit that is not funded at point of spend will result in an increase in the CFR.

	Approved CFR to 31 March 2022 £m	Projected CFR to 31 March 2022 £m
Non-Housing	341	287
Housing	119	109
Total	460	396

6. Housing Services Programme

- 6.1. The programme approved by the Council on 4 March 2021 totalled £25.602m. The revised programme currently stands at £21.876m, a reduction of £3.726m resulting from the net effect of budget brought forward from 2020/21 of £0.664m and projects re-profiled to 2022/23 of £4.390m. These projects relate mainly to cashflow timings for Council House New Build projects and External Improvements.
- 6.2. Capital expenditure to 17 September 2021 amounted to £6.795m and represents 31% of available resources, compared to 10% for the same period in 2020/21. Spending was lower in the first quarter of 2020/21 as a result of the lack of activity during the first wave of the COVID-19 pandemic.
- 6.3. Capital income totalling £0.426m has been received to 17 September 2021. This represents 8% of the total anticipated income and compares with 7% for the equivalent period in 2020/21.
- 6.4. The projected outturn position, after budget changes, is for the Housing Services Programme to break even. However, inflationary impacts of delays to work and estimates of costs complying with new guidelines, such as social distancing sites, are still ongoing and may result in this being revised at a future date.

7. Non-Housing Services Programme

- 7.1. The programme approved by Council on 4 March 2021 totalled £114.129m. The current programme totals £91.591m, a decrease of £22.538m resulting from the net effect of budget increases of £3.071m, mainly from increases to Strathclyde Passenger Transport grant and Clyde Mission Fund Grant. Net budget brought forward from 2020/21 to 2021/22 of £8.938m and projects re-profiled from 2021/22 to 2022/23 of £34.547m. The projects re-profiled into 2022/23 centre around City Deal and the Paisley Town Centre and Infrastructure Projects due to the revised cash flows of the projects.
- 7.2. Capital expenditure to 17 September 2021 totals £17.948m and represents 20% of the available resources, compared to 23% for the equivalent period in 2020/21.
- 7.3. Capital income totalling £13.954m has been received to 17 September 2021. This represents 33% of the total anticipated income, compared to 52% for the equivalent period in 2020/21. Capital grant for Early Years Expansion and Town Centre Capital Fund had been received in advance of expenditure in 2020/21.
- 7.4. The projected outturn position after the budget changes is an underspend of £0.400m. However, as in 6.4, the full impact of COVID-19 on capital costs has not yet been determined, with increased costs through inflation and compliance expected to increase the risk of overspends within the capital programme.
- 7.5. It is anticipated that due to emerging pressures in capital building projects in relation to construction supplies costs (particularly steel) that additional funding may require to be allocated to a number of projects funded from Covid specific reserve balances. Future reports will provide further detail as discussion with contractors on these issues develops.

8. Private Sector Housing Grant Programme

- 8.1. The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within capital budget monitoring procedures.
- 8.2. The Council approved expenditure up to £1.550m for 2021/22. The programme currently stands at £1.390m, a decrease in budget of £0.160m as a result of projects re-profiled into 2022/23.
- 8.3. The programme is expected to fully spend by 31 March 2022 and will be contained within the overall resources.

Implications of this report

1. **Financial** – The projected budget outturn position for General Fund Services Revenue budget is an overspend of £5.611m and break-even for the HRA Revenue budget. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate overspends.

The projected outturn position for General Fund Services Capital budget is an underspend of £0.400m and break-even for the HRA Capital budget. The Capital programme will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

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

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

3. **Community/Council Planning**
None directly arising from this report.

4. **Legal**
None directly arising from this report.

6. **Information Technology**
None directly arising from this report.

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

8. **Health and Safety**
None directly arising from this report.

9. Procurement

None directly arising from this report.

10. Risk

The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.

11. Privacy Impact

None directly arising from this report.

12. Cosla Policy Position

N/a.

13. Climate Risk

None directly arising from this report.

List of Background Papers

Revenue Budget and Council Tax 2021/22. Council, 4th March 2021.

Non-Housing Capital Investment Programme, Prudential Framework and Treasury Management Strategy, and Capital Strategy 2021/22 – 2025/26. Council, 4th March 2021.

Housing Revenue Account Budget & Rent Levels 2021/22 and Housing Capital Investment Plan 2021/22 to 2023/24. Council, 4th March 2021.

A Prudential Framework for Capital Finance – Progress Report. Council, 17th December 2020

Authors: Christine McCourt / Kevin Festorazzi / Geoff Borland

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - OVERVIEW

Policy Board	Approved Annual Budget	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Communities, Housing and Planning Services	12,564	128	12,692	12,547	205	12,752	(60)	(0.5%)	(149)	89
Education and Children's Services	220,170	(824)	219,346	218,940	1,290	220,230	(884)	(0.4%)	(1,427)	543
Infrastructure, Land and Environment	32,005	66	32,071	32,106	3,142	35,248	(3,177)	(9.9%)	(2,954)	(223)
Finance, Resources and Customer Services	89,860	2,569	92,429	91,723	1,266	92,989	(560)	(0.6%)	(608)	48
Adult Services	74,356	0	74,356	74,335	0	74,335	21	0.0%	1,440	(1,419)
Chief Executive's Service	23,237	952	24,189	22,453	2,687	25,140	(951)	(3.9%)	(1,699)	748
GENERAL SERVICES NET EXPENDITURE	452,192	2,891	455,083	452,104	8,590	460,694	(5,611)	(1.2%)	(5,397)	(214)
Housing Revenue Account (HRA)	0	0	0	30	(30)	0	0	0.0%	25	(25)
NET EXPENDITURE	452,192	2,891	455,083	452,134	8,560	460,694	(5,611)	(1.2%)	(5,372)	(239)

Policy Board	Key Reasons for Significant Projected Variance
Communities, Housing and Planning Services	The projected year-end overspend is £0.06m. Overall Communities & Public Protection is projecting a year-end overspend of £58k. It should be noted that within this overspend there are COVID-related costs totalling £205K, representing an under-recovery of income of £150k in rental of halls for community learning and employee costs within Public Protection which are directly related to COVID activities of £55k. Therefore COVID costs are being partially offset by underspends due to vacancies within the service.
Education and Children's Services	The projected year-end overspend is £0.884m. This is due to overspends in employee costs for Additional Support Needs and Children and Families, offset with underspend in Early Learning and Childcare.
Infrastructure, Land and Environment	<p>The projected year-end overspend is £3.177m. This is mostly due to overspends in Refuse Collection and Disposal. The pandemic continues to result in increased costs of absence and holiday cover, and additional employee and vehicle costs for adherence to social distancing measures. At present these additional measures are forecast to remain in place for the full financial year. There is also an expected overspend on the supply of household waste bins, partly due to increased prices.</p> <p>There continues to be a significant increase in household waste for both residual and recycling tonnages, resulting in a forecast increase in the costs of disposal, compared to pre pandemic years. In addition there is an expected loss of income from both scrap metal and textile contracts.</p> <p>Further overspends incurred in Parking. Off street parking charges are currently suspended and at present this is forecast to remain in place for the full year. In addition both on street parking and fine recovery is forecast to remain significantly lower due to the pandemic</p> <p>These overspends have been offset with underspends in Social Care Transport with increased income recovery and Sustainability and Place due to vacancy management.</p>
Finance, Resources and Customer Services	The projected year-end overspend is £0.560m, largely due to the increased cost of materials within Building Services and Street Lighting Maintenance.
Adult Services	The projected year-end underspend is £0.021m. This is due to under occupancy in external care homes due to COVID pandemic.
Chief Executives	The projected year-end overspend is £0.951m. The adverse variance reflects the projected costs of support Renfrewshire Leisure with a revised level of requisition resulting from the continued limitations on service delivery over the coming year (in following the Scottish Government route map out of the pandemic). Furthermore, there is overspend in the Cultural Infrastructure Programme which will be drawn down from earmarked reserves as required.
Housing Revenue Account (HRA)	Overall the HRA is projecting a break-even position at the year-end. It should be noted that employee costs will be underspent due to vacancies within the service and the resultant resources will be utilised to undertake additional housing repairs and maintenance works and increased debt repayments at the year-end in line with the Council's financial strategy of debt smoothing.

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2021/22
1 April 2021 to 17 September 2021

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - OVERVIEW

Subjective Summary	Approved Annual Budget	Budget Adjustments	Revised Annual Budget	Projected Outturn Core Business	Projected Outturn COVID-19	Total Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	£000	£000	%	£000	£000
Employees	317,645	8,695	326,396	323,477	3,716	327,193	(797)	(0.2%)	(2,624)	1,828
Premises Related	35,831	472	36,769	37,956	220	38,176	(1,407)	(3.8%)	(85)	(1,322)
Transport Related	13,074	49	13,123	13,707	558	14,265	(1,142)	(8.7%)	(739)	(403)
Supplies and Services	82,834	(4,092)	78,835	79,008	1,677	80,685	(1,850)	(2.3%)	(1,433)	(417)
Third Party Payments	83,246	3,073	86,345	86,611	2,257	88,868	(2,523)	(2.9%)	(2,312)	(211)
Transfer Payments	79,452	1,969	81,408	81,048	2,410	83,458	(2,050)	(2.5%)	(1,866)	(184)
Support Services	10,105	(81)	10,058	10,011	0	10,011	47	0.5%	78	(31)
Depreciation and Impairment Losses	37,075	0	36,669	36,828	0	36,828	(159)	(0.4%)	0	(159)
GROSS EXPENDITURE	659,261	10,085	669,603	668,647	10,838	679,485	(9,882)	(1.5%)	(8,981)	(900)
Income	(207,069)	(7,194)	(214,520)	(216,513)	(2,278)	(218,791)	4,271	2.0%	3,609	662
NET EXPENDITURE	452,192	2,891	455,083	452,134	8,560	460,694	(5,611)	(1.2%)	(5,372)	(239)

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
1st April to 17th September 2021
POLICY BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

		Current Year 2021-22						Full Programme - All years			
	Prior Years Expenditure to 31/03/2021*	Approved Budget 2021-22	Budget Adjustments in 2021-22	Revised Budget 2021-22	Projected Outturn 2021-22	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-26 £000	Projected Outturn to 31-Mar-26 £000	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000						
EDUCATION & CHILDREN'S SERVICES											
Education & Children's Services	73,723	13,062	(3,823)	9,239	8,839	400	4%	136,603	136,203	400	0%
TOTAL	73,723	13,062	(3,823)	9,239	8,839	400	4%	136,603	136,203	400	0%
COMMUNITIES, HOUSING & PLANNING											
Housing(HRA)	28,128	25,602	(3,726)	21,876	21,876	0	0%	154,807	154,807	0	0%
Housing(PSHG)	0	1,550	(160)	1,390	1,390	0	0%	1,686	1,686	0	0%
Development & Housing	0	70	0	70	70	0	0%	70	70	0	0%
TOTAL	28,128	27,222	(3,886)	23,336	23,336	0	0%	156,563	156,563	0	0%
INFRASTRUCTURE, LAND & ENVIRONMENT											
Environment & Infrastructure	19,100	14,181	6,639	20,820	20,820	0	0%	53,557	53,557	0	0%
TOTAL	19,100	14,181	6,639	20,820	20,820	0	0%	53,557	53,557	0	0%
FINANCE, RESOURCES & CUSTOMER SERVICES											
Corporate Projects	2,456	11,691	(4,988)	6,703	6,703	0	0%	18,060	18,060	0	0%
TOTAL	2,456	11,691	(4,988)	6,703	6,703	0	0%	18,060	18,060	0	0%
LEADERSHIP											
Leisure Services	56,019	2,474	944	3,418	3,418	0	0%	59,937	59,937	0	0%
Chief Executives	69,202	72,651	(21,310)	51,341	51,341	0	0%	406,854	406,854	0	0%
TOTAL	125,221	75,125	(20,366)	54,759	54,759	0	0%	466,791	466,791	0	0%
TOTAL ALL BOARDS	248,628	141,281	(26,424)	114,857	114,457	400	0%	831,574	831,174	400	0%
MADE UP OF :-											
Non-Housing Programme	220,500	114,129	(22,538)	91,591	91,191	400	0%	675,081	674,681	400	0%
Housing Programme(HRA)	28,128	25,602	(3,726)	21,876	21,876	0	0%	154,807	154,807	0	0%
Housing Programme(PSHG)	0	1,550	(160)	1,390	1,390	0	0%	1,686	1,686	0	0%
PROGRAMME TOTAL	248,628	141,281	(26,424)	114,857	114,457	400	0.3%	831,574	831,174	400	0%

CAPITAL BUDGET MONITORING SUMMARY REPORT
1 APRIL TO 17 SEPTEMBER 2021
POLICY BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

		2021/22							
		Housing Services		Non-Housing Services		PSHG Programme		Total	
		£000	%	£000	%	£000	%	£000	%
A	RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME								
1	Prudential Borrowing	16,675		47,153		0		63,828	
2a	General Capital Grant	0		12,186		200		12,386	
2b	Specific Capital Grant	5,201		3,936		0		9,137	
3	Usable Capital Receipts	0		26,333		0		26,333	
4	Contribution From Current Revenue (CFCR)	0		1,983		1,190		3,173	
5	Total Resource Availability	21,876		91,591		1,390		114,857	
B	CAPITAL PROGRAMME								
6	Resources Available	21,876		91,591		1,390		114,857	
7	Current Programme	21,876	100%	91,591	100%	1,390	100%	114,857	100%
C	ACTUAL EXPENDITURE VS PROJECTED								
8	Resource Availability	21,876		91,591		1,390		114,857	
9	Cash Spent at 17 September 2021	6,795	31%	17,948	20%	377	27%	25,120	22%
10	Cash to be Spent by 31 March 2022	15,081		73,643		1,013		89,737	
D	ACTUAL RECEIPTS VS PROJECTED								
11	Current Programme (total receipts expected)	5,201		42,455		200		47,856	
12	Actual Cash Received at 17 September 2021	426	8%	13,954	33%	100	50%	14,480	30%
13	Receipts to be received by 31 March 2022	4,775		28,501		100		33,376	



To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Finance and Resources

Heading: Customer & Business Services Accounts for Write Off

1. Summary

- 1.1 In accordance with Financial Regulation 3.5.10 a report regarding the write-off for sums over £10,000 due must be submitted to the Finance and Resources Policy Board.
- 1.2 The debt recovery process involves extensive effort by the Council and its collection agents to locate the debtor and recover the debt. During this process a stage can be reached when it is recognised that the recovery of the sums is no longer viable, and it is prudent to write-off the recovery of the outstanding liability.
- 1.3 The Council has already pursued each of the debts summarised on the attached Appendix through its follow up cycle and it is considered prudent to write-off the outstanding balance.
- 1.4 The approval for the write-off will enable the Council to prudently reflect within the financial accounts an accurate representation of the collectable debt. The Council continues to monitor the accounts and, where the circumstances of the debtor alter, will instigate further recovery action as appropriate. The level of write-off will be contained within the Council's bad debt provision.
- 1.5 An analysis of the debt proposed for write-off highlighting the reason why collection is deemed irrecoverable is shown in table 1 below:

Table 1

Council Tax		
Reason	No. Debtors	Value
Sequestrated	4	£51,885.81
Trust Deed	5	£45,850.11
Unrecoverable	1	£3,927.58
Total	10	£101,663.50

Table 2

Non-Domestic Rates		
Reason	No. Debtors	Value
Dissolved	12	£472,495.30
Liquidated	2	£86,352.84
Total	14	£558,848.14

Table 3

Housing Benefit Overpayments		
Reason	No. Debtors	Value
Sequestrated	3	£7,561.79
Trust Deed	4	£8,458.04
Unrecoverable	2	£62,564.34
Total	9	£78,584.17

Table 4

Sundry Debtors		
Reason	No. Debtors	Value
Dissolved	1	£2,965.52
Sequestrated	2	£196.38
Trust Deed	2	£2,562.79
Total	5	£5,724.69

2. Recommendations

- 2.1 The Board is asked to authorise the write-off of the **£744,820.50** as detailed above.
-

Implications of the Report

1. **Financial** – There has been adequate provision made for these bad debts.
 2. **HR & Organisational Development** - None
 3. **Community Planning** – None
 4. **Legal** - None
 5. **Property/Assets** – None
 6. **Information Technology** – None
 7. **Equality & Human Rights** – None
 8. **Health & Safety** - None
 9. **Procurement** – None
 10. **Risk** - None
 11. **Privacy Impact** – None
 12. **Climate Risk** - None
-

Author: Emma Shields/Ext 6880

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

Appendix

Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 1	Not Applicable	Council Tax	Trust Deed	1994	32.47
Debtor 1	Not Applicable	Council Tax	Trust Deed	2005	169.76
Debtor 1	Not Applicable	Council Tax	Trust Deed	2006	217.52
Debtor 1	Not Applicable	Council Tax	Trust Deed	2007	234.75
Debtor 1	Not Applicable	Council Tax	Trust Deed	2008	243.53
Debtor 1	Not Applicable	Council Tax	Trust Deed	2009	252.54
Debtor 1	Not Applicable	Council Tax	Trust Deed	2010	252.54
Debtor 1	Not Applicable	Council Tax	Trust Deed	2011	317.4
Debtor 1	Not Applicable	Council Tax	Trust Deed	2012	50.41
Debtor 1	Not Applicable	Council Tax	Trust Deed	2013	572.8
Debtor 1	Not Applicable	Council Tax	Trust Deed	2014	813.11
Debtor 1	Not Applicable	Council Tax	Trust Deed	2015	602.28
Debtor 1	Not Applicable	Council Tax	Trust Deed	2016	1280.4
Debtor 1	Not Applicable	Council Tax	Trust Deed	2017	1283.18
Debtor 1	Not Applicable	Council Tax	Trust Deed	2018	1316.58
Debtor 1	Not Applicable	Council Tax	Trust Deed	2019	1367.8
Debtor 1	Not Applicable	Housing Benefit Overpayments	Trust Deed	07/07/2014 to 04/12/2016	2348.56
Total					£11,355.63
Debtor 2	Not Applicable	Council Tax	Sequestrated	2001	20.53
Debtor 2	Not Applicable	Council Tax	Sequestrated	2002	199.44
Debtor 2	Not Applicable	Council Tax	Sequestrated	2003	206.45
Debtor 2	Not Applicable	Council Tax	Sequestrated	2004	217.09
Debtor 2	Not Applicable	Council Tax	Sequestrated	2000	118.42
Debtor 2	Not Applicable	Council Tax	Sequestrated	2001	179.82
Debtor 2	Not Applicable	Council Tax	Sequestrated	2006	172.82
Debtor 2	Not Applicable	Council Tax	Sequestrated	2007	256.42

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

Appendix

Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 2	Not Applicable	Council Tax	Sequestered	2008	44.22
Debtor 2	Not Applicable	Council Tax	Sequestered	2008	804.16
Debtor 2	Not Applicable	Council Tax	Sequestered	2009	44.68
Debtor 2	Not Applicable	Council Tax	Sequestered	2010	627.61
Debtor 2	Not Applicable	Council Tax	Sequestered	2011	91.25
Debtor 2	Not Applicable	Council Tax	Sequestered	2011	187.71
Debtor 2	Not Applicable	Council Tax	Sequestered	2012	394.82
Debtor 2	Not Applicable	Council Tax	Sequestered	2012	358.11
Debtor 2	Not Applicable	Council Tax	Sequestered	2013	445.13
Debtor 2	Not Applicable	Council Tax	Sequestered	2013	112.32
Debtor 2	Not Applicable	Council Tax	Sequestered	2014	972.58
Debtor 2	Not Applicable	Council Tax	Sequestered	2015	307.23
Debtor 2	Not Applicable	Council Tax	Sequestered	2016	910.02
Debtor 2	Not Applicable	Council Tax	Sequestered	2017	978.13
Debtor 2	Not Applicable	Council Tax	Sequestered	2018	902.52
Debtor 2	Not Applicable	Council Tax	Sequestered	2019	797.85
Debtor 2	Not Applicable	Council Tax	Sequestered	2020	504.58
Debtor 2	Not Applicable	Housing Benefit Overpayments	Sequestered	27/01/2014 to 16/09/2018	5489.88
Debtor 2	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Sequestered	17/06/2019	117.17
Total					£15,460.96
Debtor 3	Not Applicable	Council Tax	Trust Deed	2007	47.1
Debtor 3	Not Applicable	Council Tax	Trust Deed	2008	250.45
Debtor 3	Not Applicable	Council Tax	Trust Deed	2009	311.64
Debtor 3	Not Applicable	Council Tax	Trust Deed	2009	143.17

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 3	Not Applicable	Council Tax	Trust Deed	2010	1008.23
Debtor 3	Not Applicable	Council Tax	Trust Deed	2011	819.18
Debtor 3	Not Applicable	Council Tax	Trust Deed	2012	1122.8
Debtor 3	Not Applicable	Council Tax	Trust Deed	2012	16.93
Debtor 3	Not Applicable	Council Tax	Trust Deed	2013	987.38
Debtor 3	Not Applicable	Council Tax	Trust Deed	2014	935.6
Debtor 3	Not Applicable	Council Tax	Trust Deed	2015	1045.89
Debtor 3	Not Applicable	Council Tax	Trust Deed	2016	895.87
Debtor 3	Not Applicable	Council Tax	Trust Deed	2017	332.13
Debtor 3	Not Applicable	Council Tax	Trust Deed	2018	167.96
Debtor 3	Not Applicable	Council Tax	Trust Deed	2018	554.4
Debtor 3	Not Applicable	Council Tax	Trust Deed	2018	134.31
Debtor 3	Not Applicable	Council Tax	Trust Deed	2019	1341
Debtor 3	Not Applicable	Council Tax	Trust Deed	2020	224.91
Debtor 3	Not Applicable	Housing Benefit Overpayments	Trust Deed	13/08/2018 to 26/08/2018	63.26
Debtor 3	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	28/07/2016	74.56
Total					£10,476.77
Debtor 4	Not Applicable	Council Tax	Sequestrated	1994	26.75
Debtor 4	Not Applicable	Council Tax	Sequestrated	1995	466.48
Debtor 4	Not Applicable	Council Tax	Sequestrated	1996	532.76
Debtor 4	Not Applicable	Council Tax	Sequestrated	1997	572.73
Debtor 4	Not Applicable	Council Tax	Sequestrated	1998	321.95
Debtor 4	Not Applicable	Council Tax	Sequestrated	1999	244.41
Debtor 4	Not Applicable	Council Tax	Sequestrated	2000	143.22

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 4	Not Applicable	Council Tax	Sequestered	2001	190.58
Debtor 4	Not Applicable	Council Tax	Sequestered	2002	187.86
Debtor 4	Not Applicable	Council Tax	Sequestered	2003	33.43
Debtor 4	Not Applicable	Council Tax	Sequestered	2005	223.14
Debtor 4	Not Applicable	Council Tax	Sequestered	2006	270.75
Debtor 4	Not Applicable	Council Tax	Sequestered	2007	182.59
Debtor 4	Not Applicable	Council Tax	Sequestered	2008	990.56
Debtor 4	Not Applicable	Council Tax	Sequestered	2010	1333.18
Debtor 4	Not Applicable	Council Tax	Sequestered	2013	1534.28
Debtor 4	Not Applicable	Council Tax	Sequestered	2015	1546.86
Debtor 4	Not Applicable	Council Tax	Sequestered	2016	1205.98
Debtor 4	Not Applicable	Council Tax	Sequestered	2019	493.81
Debtor 4	Not Applicable	Council Tax	Sequestered	2020	1244.56
Debtor 4	Not Applicable	Housing Benefit Overpayments	Sequestered	08/01/2007 to 23/11/2008	986.06
Debtor 4	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Sequestered	18/05/2016	79.21
Total					£12,811.15
Debtor 5	Not Applicable	Council Tax	Trust Deed	1997	148.05
Debtor 5	Not Applicable	Council Tax	Trust Deed	1996	33.37
Debtor 5	Not Applicable	Council Tax	Trust Deed	1997	51.89
Debtor 5	Not Applicable	Council Tax	Trust Deed	1994	85.08
Debtor 5	Not Applicable	Council Tax	Trust Deed	1995	23.53
Debtor 5	Not Applicable	Council Tax	Trust Deed	2000	21.53
Debtor 5	Not Applicable	Council Tax	Trust Deed	2001	195.36
Debtor 5	Not Applicable	Council Tax	Trust Deed	2002	40.7
Debtor 5	Not Applicable	Council Tax	Trust Deed	1998	145.82

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 5	Not Applicable	Council Tax	Trust Deed	2002	158.14
Debtor 5	Not Applicable	Council Tax	Trust Deed	2003	346.12
Debtor 5	Not Applicable	Council Tax	Trust Deed	2004	280.78
Debtor 5	Not Applicable	Council Tax	Trust Deed	2005	202.3
Debtor 5	Not Applicable	Council Tax	Trust Deed	2005	126.54
Debtor 5	Not Applicable	Council Tax	Trust Deed	2006	227.52
Debtor 5	Not Applicable	Council Tax	Trust Deed	2007	224.75
Debtor 5	Not Applicable	Council Tax	Trust Deed	2009	252.54
Debtor 5	Not Applicable	Council Tax	Trust Deed	2010	258.36
Debtor 5	Not Applicable	Council Tax	Trust Deed	2011	180.54
Debtor 5	Not Applicable	Council Tax	Trust Deed	2012	89.58
Debtor 5	Not Applicable	Council Tax	Trust Deed	2013	481.6
Debtor 5	Not Applicable	Council Tax	Trust Deed	2014	141.09
Debtor 5	Not Applicable	Council Tax	Trust Deed	2015	131.39
Debtor 5	Not Applicable	Council Tax	Trust Deed	2015	116.34
Debtor 5	Not Applicable	Council Tax	Trust Deed	2016	438.77
Debtor 5	Not Applicable	Council Tax	Trust Deed	2017	213.71
Debtor 5	Not Applicable	Council Tax	Trust Deed	2018	629.5
Debtor 5	Not Applicable	Council Tax	Trust Deed	2019	935.73
Debtor 5	Not Applicable	Council Tax	Trust Deed	2020	1022.28
Debtor 5	Not Applicable	Housing Benefit Overpayments	Trust Deed	30/09/2013 to 01/08/2016	1143.34
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	29/07/2014	93.60
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	29/02/2012	64.56

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	20/03/2014	67.30
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	17/04/2018	117.17
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	25/09/2013	68.32
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	25/08/2017	1,072.92
Debtor 5	Not Applicable	Sundry Debtors - Communities, Housing and Planning Services	Trust Deed	11/05/2017	1,004.36
Total					£10,834.48
Debtor 6	Not Applicable	Council Tax	Sequestrated	1999	30.42
Debtor 6	Not Applicable	Council Tax	Sequestrated	1999	37.46
Debtor 6	Not Applicable	Council Tax	Sequestrated	2000	143.22
Debtor 6	Not Applicable	Council Tax	Sequestrated	2001	170.94
Debtor 6	Not Applicable	Council Tax	Sequestrated	2002	119.41
Debtor 6	Not Applicable	Council Tax	Sequestrated	2002	302.17
Debtor 6	Not Applicable	Council Tax	Sequestrated	2003	242
Debtor 6	Not Applicable	Council Tax	Sequestrated	2004	153.08
Debtor 6	Not Applicable	Council Tax	Sequestrated	2005	280.5
Debtor 6	Not Applicable	Council Tax	Sequestrated	2006	878.89
Debtor 6	Not Applicable	Council Tax	Sequestrated	2007	1302.44
Debtor 6	Not Applicable	Council Tax	Sequestrated	2008	395.12
Debtor 6	Not Applicable	Council Tax	Sequestrated	2008	353.29

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 6	Not Applicable	Council Tax	Sequestered	2008	468.49
Debtor 6	Not Applicable	Council Tax	Sequestered	2009	213.47
Debtor 6	Not Applicable	Council Tax	Sequestered	2008	369.64
Debtor 6	Not Applicable	Council Tax	Sequestered	2009	1212.42
Debtor 6	Not Applicable	Council Tax	Sequestered	2010	936.9
Debtor 6	Not Applicable	Council Tax	Sequestered	2011	319.62
Debtor 6	Not Applicable	Council Tax	Sequestered	2011	577.13
Debtor 6	Not Applicable	Council Tax	Sequestered	2011	474.56
Debtor 6	Not Applicable	Council Tax	Sequestered	2012	1003.74
Debtor 6	Not Applicable	Council Tax	Sequestered	2014	1261.96
Debtor 6	Not Applicable	Council Tax	Sequestered	2015	2513.65
Debtor 6	Not Applicable	Council Tax	Sequestered	2016	96.82
Debtor 6	Not Applicable	Council Tax	Sequestered	2016	389.54
Debtor 6	Not Applicable	Council Tax	Sequestered	2017	663.02
Debtor 6	Not Applicable	Council Tax	Sequestered	2018	1050.43
Debtor 6	Not Applicable	Council Tax	Sequestered	2019	1091.68
Debtor 6	Not Applicable	Council Tax	Sequestered	2020	1095.62
Debtor 6	Not Applicable	Council Tax	Sequestered	2021	1035.16
Debtor 6	Not Applicable	Housing Benefit Overpayments	Sequestered	02/03/2009 to 07/11/2010	1085.85
Total					£20,268.64
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2006	227.52
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2007	234.16
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2008	240.92
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2009	160.72
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2010	859.35
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2011	843.14

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2012	682.37
Debtor 7	Not Applicable	Council Tax	Unrecoverable	2013	679.4
Debtor 7	Not Applicable	Housing Benefit Overpayments	Unrecoverable	10/05/2010 to 26/10/2014	18542.59
Total					£22,470.17
Debtor 8	Not Applicable	Council Tax	Trust Deed	1997	21.73
Debtor 8	Not Applicable	Council Tax	Trust Deed	1998	240.97
Debtor 8	Not Applicable	Council Tax	Trust Deed	1999	520.86
Debtor 8	Not Applicable	Council Tax	Trust Deed	2001	639.31
Debtor 8	Not Applicable	Council Tax	Trust Deed	2002	678.57
Debtor 8	Not Applicable	Council Tax	Trust Deed	2003	83.38
Debtor 8	Not Applicable	Council Tax	Trust Deed	2005	111.54
Debtor 8	Not Applicable	Council Tax	Trust Deed	2006	434.56
Debtor 8	Not Applicable	Council Tax	Trust Deed	2007	596.07
Debtor 8	Not Applicable	Council Tax	Trust Deed	2008	795.43
Debtor 8	Not Applicable	Council Tax	Trust Deed	2009	983.33
Debtor 8	Not Applicable	Council Tax	Trust Deed	2010	549.43
Debtor 8	Not Applicable	Council Tax	Trust Deed	2011	210.17
Debtor 8	Not Applicable	Council Tax	Trust Deed	2012	412.25
Debtor 8	Not Applicable	Council Tax	Trust Deed	2013	455.96
Debtor 8	Not Applicable	Council Tax	Trust Deed	2014	496.24
Debtor 8	Not Applicable	Council Tax	Trust Deed	2015	731.23
Debtor 8	Not Applicable	Council Tax	Trust Deed	2016	167.63
Debtor 8	Not Applicable	Council Tax	Trust Deed	2017	643.3
Debtor 8	Not Applicable	Council Tax	Trust Deed	2018	1050.43
Debtor 8	Not Applicable	Council Tax	Trust Deed	2019	1091.68
Debtor 8	Not Applicable	Council Tax	Trust Deed	2020	780.93

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 8	Not Applicable	Council Tax	Trust Deed	2021	1093.35
				Total	£12,788.35
Debtor 9	Not Applicable	Council Tax	Sequestrated	2007	562.24
Debtor 9	Not Applicable	Council Tax	Sequestrated	2008	528.08
Debtor 9	Not Applicable	Council Tax	Sequestrated	2009	345.84
Debtor 9	Not Applicable	Council Tax	Sequestrated	2010	568.7
Debtor 9	Not Applicable	Council Tax	Sequestrated	2011	1142.24
Debtor 9	Not Applicable	Council Tax	Sequestrated	2012	1571.24
Debtor 9	Not Applicable	Council Tax	Sequestrated	2013	1582.22
Debtor 9	Not Applicable	Council Tax	Sequestrated	2014	511.01
Debtor 9	Not Applicable	Council Tax	Sequestrated	2015	999.41
Debtor 9	Not Applicable	Council Tax	Sequestrated	2016	1230.92
Debtor 9	Not Applicable	Council Tax	Sequestrated	2017	1525.71
Debtor 9	Not Applicable	Council Tax	Sequestrated	2019	535.62
Total					£11,103.23
Debtor 10	Not Applicable	Council Tax	Trust Deed	2010	67.61
Debtor 10	Not Applicable	Council Tax	Trust Deed	2011	512.69
Debtor 10	Not Applicable	Council Tax	Trust Deed	2012	384.81
Debtor 10	Not Applicable	Council Tax	Trust Deed	2013	498.7
Debtor 10	Not Applicable	Council Tax	Trust Deed	2013	335.53
Debtor 10	Not Applicable	Council Tax	Trust Deed	2014	218.19
Debtor 10	Not Applicable	Council Tax	Trust Deed	2015	881.22
Debtor 10	Not Applicable	Council Tax	Trust Deed	2016	1231.13
Debtor 10	Not Applicable	Council Tax	Trust Deed	2017	438.07
Debtor 10	Not Applicable	Council Tax	Trust Deed	2018	937

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
Debtor 10	Not Applicable	Council Tax	Trust Deed	2019	1007.88
Debtor 10	Not Applicable	Housing Benefit Overpayments	Trust Deed	24/12/2012 to 06/08/2017	4902.88
Total					£11,415.71
Debtor 11	Not Applicable	Housing Benefit Overpayments	Unrecoverable	08/02/2010 to 07/04/2019	44021.75
Total					£44,021.75
GLASGOW (IS) LTD	UNIT 12 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2015	579.13
GLASGOW (IS) LTD	UNIT 51 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2016	17.52
GLASGOW (IS) LTD	UNITS 22 & 23 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2015	19.12
GLASGOW (IS) LTD	UNITS 22 & 23 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2016	310.99
GLASGOW (IS) LTD	UNIT 9 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	742.68
GLASGOW (IS) LTD	UNIT 9 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	310.9
GLASGOW (IS) LTD	UNIT 45 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	1029.6
GLASGOW (IS) LTD	UNIT 45 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	356.62
GLASGOW (IS) LTD	UNIT 15 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	52.07
GLASGOW (IS) LTD	UNITS 17 & 18 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	178.65
GLASGOW (IS) LTD	UNIT 37 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	2428.8
GLASGOW (IS) LTD	UNIT 37 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	173.74
GLASGOW (IS) LTD	UNITS 38 & 41 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	41.66
GLASGOW (IS) LTD	UNITS 38 & 41 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	658.37
GLASGOW (IS) LTD	UNIT 53 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2016	1052.2
GLASGOW (IS) LTD	UNIT 53 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2017	5242.5
GLASGOW (IS) LTD	UNIT 53 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	5940
GLASGOW (IS) LTD	UNIT 53 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	2057.4

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
GLASGOW (IS) LTD	UNIT 30 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2016	341.32
GLASGOW (IS) LTD	UNIT 30 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2017	195.35
GLASGOW (IS) LTD	UNIT 30 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	291.49
GLASGOW (IS) LTD	UNIT 12 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	124.93
GLASGOW (IS) LTD	UNIT 12 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	254.37
GLASGOW (IS) LTD	UNITS 13 & 14 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	23.3
GLASGOW (IS) LTD	MANAGERS OFFICE INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	5.65
GLASGOW (IS) LTD	STORE 1 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2016	12.76
GLASGOW (IS) LTD	STORE 1 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2017	49.5
GLASGOW (IS) LTD	STORE 1 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	52.8
GLASGOW (IS) LTD	STORE 1 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	18.29
GLASGOW (IS) LTD	STORE 2 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	26.4
GLASGOW (IS) LTD	STORE 2 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	9.14
GLASGOW (IS) LTD	STORE 3 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2018	26.4
GLASGOW (IS) LTD	STORE 3 INSHOPS 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Liquidated	2019	9.14
Total					£22,632.79
WWCM LTD	TARTAN ROSE 2 BROOMLANDS STREET PAISLEY PA1 2LR	Non-Domestic Rates	Liquidated	2018	1554.3
WWCM LTD	KILTY KILTY 16/18 NEW STREET PAISLEY PA1 1XY	Non-Domestic Rates	Liquidated	2018	5984
WWCM LTD	KILTY KILTY 16/18 NEW STREET PAISLEY PA1 1XY	Non-Domestic Rates	Liquidated	2019	11306.95
WWCM LTD	FANTOOSH 16 NEW STREET PAISLEY PA1 1XY	Non-Domestic Rates	Liquidated	2016	20175.03
WWCM LTD	FANTOOSH 16 NEW STREET PAISLEY PA1 1XY	Non-Domestic Rates	Liquidated	2017	10579.6
WWCM LTD	FANTOOSH 16 NEW STREET PAISLEY PA1 1XY	Non-Domestic Rates	Liquidated	2018	2698.3
WWCM LTD	FANTOOSH 16 NEW STREET PAISLEY PA1 1XY	Non-Domestic Rates	Liquidated	2019	408.26
WWCM LTD	CAFUFFELS 17 NEW STREET PAISLEY PA1 1XU	Non-Domestic Rates	Liquidated	2018	4516.6
WWCM LTD	CAFUFFELS 17 NEW STREET PAISLEY PA1 1XU	Non-Domestic Rates	Liquidated	2019	6497.01
Total					£63,720.05

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

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Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
THE ERSKINE EATERY LTD	GRILL IN THE PARK 5 PARK DRIVE ERSKINE PA8 7AL	Non-Domestic Rates	Dissolved	2017	10804.82
Total					£10,804.82
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Non-Domestic Rates	Dissolved	2016	18750.49
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Non-Domestic Rates	Dissolved	2017	21016.6
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Non-Domestic Rates	Dissolved	2018	1779.28
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	13/06/2016	342.00
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	03/10/2016	342.00
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	11/07/2016	342.00
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	08/08/2016	342.00
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	05/09/2016	342.00
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	25/01/2016	333.60

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

Appendix

Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	20/04/2015	237.92
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	31/10/2016	342.00
TRADITIONAL HOSPITALITY PUBS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Sundry Debtors - Environment & Infrastructure	Dissolved	16/05/2016	342.00
Total					£44,511.89
COROLLA LIMITED	YELLOW AIRPORT PARKING ABBOTSINCH ROAD PAISLEY PA3 2RX	Non-Domestic Rates	Dissolved	2018	13.81
COROLLA LIMITED	YELLOW AIRPORT PARKING ABBOTSINCH ROAD PAISLEY PA3 2RX	Non-Domestic Rates	Dissolved	2019	20482
COROLLA LIMITED	YELLOW AIRPORT PARKING ABBOTSINCH ROAD PAISLEY PA3 2RX	Non-Domestic Rates	Dissolved	2020	10305.44
Total					£30,801.25
CARMABEN DISTRIBUTION LTD	SANDYFORD ROAD PAISLEY PA3 4HP	Non-Domestic Rates	Dissolved	2018	10546.26
Total					£10,546.26
CAYSON PROMOTIONS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Non-Domestic Rates	Dissolved	2018	19868.72
CAYSON PROMOTIONS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Non-Domestic Rates	Dissolved	2019	22099
CAYSON PROMOTIONS LTD	HAMISHES HOOSE 45 HIGH STREET PAISLEY PA1 2AH	Non-Domestic Rates	Dissolved	2020	11174.07
Total					£53,141.79

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

Appendix

Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
I.E.HOLDINGS 2 LIMITED	28 CAUSEYSIDE STREET PAISLEY PA1 1UN	Non-Domestic Rates	Dissolved	2017	3193.85
I.E.HOLDINGS 2 LIMITED	28 CAUSEYSIDE STREET PAISLEY PA1 1UN	Non-Domestic Rates	Dissolved	2018	3214.2
I.E.HOLDINGS 2 LIMITED	28 CAUSEYSIDE STREET PAISLEY PA1 1UN	Non-Domestic Rates	Dissolved	2019	7384.3
Total					£13,792.35
SOLARSCRUB LIMITED	BLOCK A - FLEMING SUITE 35 PORTERFIELD ROAD RENFREW PA4 8DJ	Non-Domestic Rates	Dissolved	2019	6244.15
SOLARSCRUB LIMITED	BLOCK A - FLEMING SUITE 35 PORTERFIELD ROAD RENFREW PA4 8DJ	Non-Domestic Rates	Dissolved	2020	5987.79
Total					£12,231.94
HUB LOGIC LTD	INCHINNAN GATE CARTSIDE AVENUE INCHINNAN PA4 9RX	Non-Domestic Rates	Dissolved	2016	19263.3
HUB LOGIC LTD	INCHINNAN GATE CARTSIDE AVENUE INCHINNAN PA4 9RX	Non-Domestic Rates	Dissolved	2017	67626.6
HUB LOGIC LTD	INCHINNAN GATE CARTSIDE AVENUE INCHINNAN PA4 9RX	Non-Domestic Rates	Dissolved	2018	80707
HUB LOGIC LTD	INCHINNAN GATE CARTSIDE AVENUE INCHINNAN PA4 9RX	Non-Domestic Rates	Dissolved	2019	37941.51
Total					£205,538.41
GIFT 4 U LTD	UNIT 12 PAISLEY CENTRE 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Dissolved	2018	19626.41
GIFT 4 U LTD	UNIT 12 PAISLEY CENTRE 23 HIGH STREET PAISLEY PA1 2AF	Non-Domestic Rates	Dissolved	2019	20148.64
Total					£39,775.05
TBZ FURNITURE LTD	42 CAUSEYSIDE STREET PAISLEY PA1 1YH	Non-Domestic Rates	Dissolved	2017	11014.86
TBZ FURNITURE LTD	42 CAUSEYSIDE STREET PAISLEY PA1 1YH	Non-Domestic Rates	Dissolved	2018	13452.76
Total					£24,467.62

Finance, Resources and Customer Services Policy Board – Customer and Business Services Accounts for Write-Off

Appendix

Name	Property Address	Service	Reason	Year/Period/ Invoice Date	Amount
BIBBLE BAR MK LTD	LM4 BRAEHEAD SHOPPING CENTRE KING'S INCH ROAD GLASGOW G51 4BP	Non-Domestic Rates	Dissolved	2018	5855.74
BIBBLE BAR MK LTD	LM4 BRAEHEAD SHOPPING CENTRE KING'S INCH ROAD GLASGOW G51 4BP	Non-Domestic Rates	Dissolved	2019	4435.7
Total					£10,291.44
BURNSIDE 106 LTD	54/52 OLD SNEDDON STREET PAISLEY PA3 2AP	Non-Domestic Rates	Dissolved	2016	4840
BURNSIDE 106 LTD	54/52 OLD SNEDDON STREET PAISLEY PA3 2AP	Non-Domestic Rates	Dissolved	2017	4776.5
BURNSIDE 106 LTD	54/52 OLD SNEDDON STREET PAISLEY PA3 2AP	Non-Domestic Rates	Dissolved	2018	4920
BURNSIDE 106 LTD	54/52 OLD SNEDDON STREET PAISLEY PA3 2AP	Non-Domestic Rates	Dissolved	2019	5021.5
Total					£19,558.00
Overall Total					£744,820.50



To: Finance Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Finance and Resources

Heading: Treasury Management Mid-Year Review 2021-2022

1. Summary

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

- an economic update for the first half of the 2021-2022 financial year;
 - a review of the Treasury Management Strategy Statement 2021-2022, incorporating the annual investment strategy;
 - a review of the Council's investment portfolio for 2021-2022;
 - a review of the Council's borrowing strategy for 2021-2022; and
 - a review of compliance with treasury management indicators for 2021-2022.
-

2. Recommendations

It is recommended that Members:

- 2.1 note the treasury management activity for the period 1 April 2021 to 15 October 2021;
- 2.2 agree to revise the treasury management strategy to allow the Council to mitigate foreign exchange rate risk intrinsic in a construction contract as outlined in section 8 below.

3. Economic update

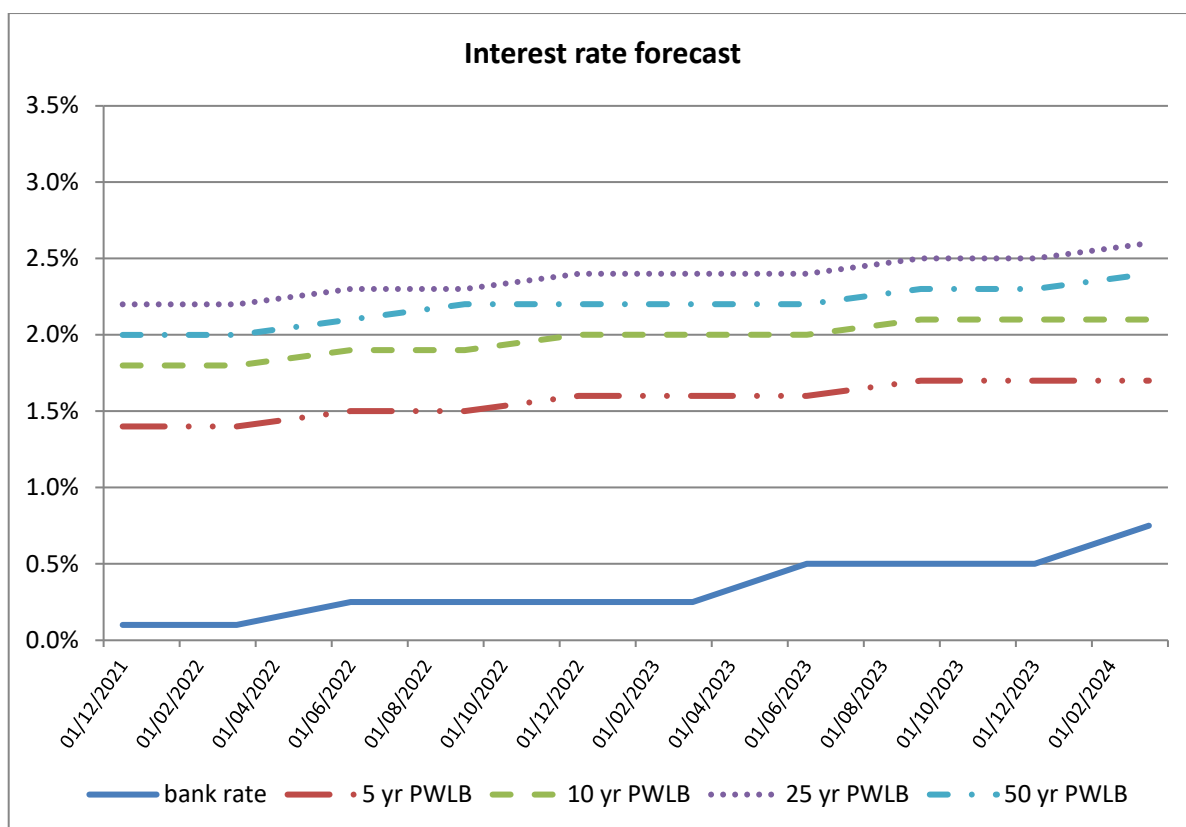
- 3.1 In September the Monetary Policy Committee (MPC) voted unanimously to leave Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn; two MPC members voted to stop the last £35bn of purchases as they were concerned that this would add to inflationary pressures
- 3.2 The September MPC's minutes indicated there had been a marked increase in concern that more recent increases in prices, particularly the increases in gas and electricity prices, are likely to lead to faster and higher inflation expectations and underlying wage growth. This would in turn increase the risk that price pressures would prove more persistent next year than previously expected. To emphasise its concern about inflationary pressures, the MPC chose to reaffirm its commitment to the 2% inflation target in its statement. This suggested that the MPC was now willing to prioritise bringing inflation down next year. This is a reversal of its priorities since August and a change from earlier MPC meetings which indicated a willingness to look through inflation overshooting the target for limited periods to ensure that inflation was 'sustainably over 2%'. Previously the MPC's focus was on getting through a winter of temporarily high energy prices and supply shortages, believing that inflation would return to just under the 2% target after reaching a high around 4% in late 2021, now its primary concern is that underlying price pressures in the economy may get embedded over the next year and elevate future inflation to stay significantly above its 2% target and for longer. Financial markets are now beginning to price in an increase in the Bank rate later in 2021 or early in 2022.
- 3.3 **COVID-19 vaccines** have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the summer after a third wave of the virus threatened to overwhelm hospitals in the spring. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is potential for increased demand for services in hard hit sectors like restaurants, travel and hotels. The risk is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.
- 3.4 **Supply shortages.** The pandemic and extreme weather events have been highly disruptive of extended worldwide supply chains. At the current time there are major queues of ships unable to unload their goods at ports worldwide. Such issues have led to mis-distribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping.

Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. Many western countries are also experiencing difficulties in filling job vacancies. It is expected that these issues will gradually ease, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods on shelves

- 3.5 **Credit background:** Although the credit rating agencies changed their outlook on many UK banks from stable to negative due to upcoming risks to banks' earnings and asset quality during the economic downturn caused by the pandemic, significant levels of downgrades to Short and Long Term credit ratings have not materialised since the crisis started in March 2020. In the main, where they did change, any alterations were limited. However, as economies are beginning to reopen, there have been some instances of previous lowering of ratings being reversed and it should also be borne in mind that UK banks went into this pandemic with strong balance sheets.

4 **Interest rate forecasts**

- 4.1 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings. However as shown in the forecast graph below (provided by the Council's treasury advisers), one increase in Bank Rate from 0.10% to 0.25% to help counter inflationary pressures has now been included in quarter 2 of 2022/23.
- 4.2 Three increases in Bank rate are forecast in the period to March 2024, ending at 0.75%. However, these forecasts may well need changing within a relatively short time frame for the following reasons:
- There are potential grounds for viewing the economic recovery as levelling off as we move into the autumn.
 - Rising gas and electricity prices and increases in other prices caused by supply shortages and increases in taxation next April, may deflate consumer spending power
 - However, estimates suggest consumers could have excess savings left over from the pandemic which may be spent – the timing of this is uncertain
 - There is a risk that there could be further Covid variants which, on top of the flu season this winter, which could depress economic activity
 - The consequences of the ending of the furlough scheme at the end of September remain uncertain



4.3 In summary, with the high level of uncertainty prevailing on several different fronts, it is likely that these forecasts will need to be revised again soon. It should also be borne in mind that Bank Rate being cut to 0.10% was an emergency measure to deal with the Covid crisis hitting the UK in March 2020. The MPC could decide to remove this emergency cut from 0.25% to 0.10% on the grounds of it no longer being warranted and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.

4.4 From the Council's perspective, this means that investment interest rates and very short term PWLB rates will not be rising as quickly or as high as in previous decades when the economy recovers from a downturn and the recovery eventually runs out of spare capacity to fuel continuing expansion.

5 Review of the Treasury Management Strategy Statement 2021-2022 (incorporating annual investment strategy) as at 15 October 2021

5.1 The Treasury Management Strategy Statement for 2021-2022 was approved by Council on 4 March 2021. The Council's annual investment strategy, which is incorporated in the Treasury Management Strategy Statement, sets out the Council's investment priorities as follows:

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

- 5.2 The Council also aims to achieve the optimum returns on its investments commensurate with the proper levels of security and liquidity. Investments and borrowing during the first six months of the year have been in line with the strategy and there have been no changes to the policies set out in the Treasury Management Strategy Statement 2021-2022. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions. The details in this report update the position in light of the updated economic position and budgetary changes already approved.

6 Review of borrowing and investments over the period 1 April 2021 to 15 October 2020

- 6.1 The Council's net borrowing position as at 15 October 2021 is shown in Appendix 1.
- 6.2 During the period 1 April 2021 to 15 October 2021 the Council's total external borrowings have decreased very slightly to £220.04 million, due to the scheduled repayments of PWLB debt.
- 6.3 During this period, temporary investments have increased from £187.70 million to £261.7 million. The increase in investments reflects:
- the re-profiling of elements of the current capital programme due to the pause in construction activity during and following the coronavirus lockdown period;
 - the "front-loading" (that is, more income being received in the early part of the year) of revenue support grant income; and additional funding in relation to Covid costs.
- 6.4 The Director of Finance and Resources confirms that, during the period 1 April 2021 to 15 October 2021, the approved limits set out within the annual investment strategy sections of the Treasury Management Strategy Statement 2021-2022 were complied with. The Council only invested with institutions listed in the Council's approved lending list. Similarly, only permitted investment vehicles were used, mainly fixed term deposits with other local authorities, the UK governments deposit facility (DMADF), call accounts and money market funds.
- 6.5 In accordance with CIPFA's Treasury Management in the Public Services Code of Practice, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.
- 6.6 As shown by the interest rate forecasts in section 4.2, it is now impossible to earn the level of interest rates commonly seen in previous years as all short-term money market investment rates have only risen weakly since Bank Rate was cut to 0.10% in March 2020.

The MPC meeting on 24th September 2021 was the first occasion when 6 and 12 month rates have risen in anticipation of Bank Rate going up in 2022. Given this environment and the fact that Bank Rate may only rise marginally, or not at all, before mid-2023, investment returns are expected to remain low.

- 6.7 The table below shows the average interest rate achieved by the Council on its temporary investments during the period 1 April 2021 to 15 October 2021. The table also shows for comparison the benchmark comparator, which is the average 7-day LIBID rate (uncompounded). (The 7-day LIBID rate is the London Interbank Bid Rate, being the rate at which a bank is willing to borrow from other banks, for borrowings of a maturity of seven days.)

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

Interest rates achieved on investments	Average value of investments	Actual rate of return	Benchmark return
Internally managed investments	£235.46m	0.118%	-0.084% (LIBID) 0.049% (SONIA)

6.8 Debt rescheduling

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

7 Review of compliance with treasury management indicators for 2021-2022

- 7.1 During the period 1 April 2021 to 15 October 2021 the Council complied with the approved treasury management indicators as set out in the Treasury Management Strategy Statement 2021-2022. These indicators relate to:

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

7.2 In addition to the treasury management indicators referred to at 7.1, there are two *prudential* indicators (as set out in the Prudential Framework for Capital Finance and Treasury Management Strategy Statement 2021-2022, approved by Council on 4 March 2021) which are of particular relevance to the Council's treasury management strategy:

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

7.3 During the period 1 April 2021 to 15 October 2021 the Council operated within the operational boundary for external debt, and within the authorised limit for external debt. These indicators, along with the Council's actual external debt, are shown in Appendix 2.

8 Exchange rate risk

8.1 The Council traditionally has no exposure to exchange rate risk and has therefore no provision with the current treasury management strategy (as agreed by Council on 4 March 2021) with regards the management and mitigation of this risk. The recent award of a construction contract includes an obligation to make payment of part of the costs incurred in Euros as opposed to Sterling; and therefore solely in relation to this contract the Council may require to mitigate the risk of exchange rate movements over the period of the contract.

8.2 It is therefore proposed to insert the following sections which outline the risk concerned, measures taken to mitigate this risk, and the mechanisms which may be used:

<i>New section in TM strategy</i>	<i>Proposed addition</i>
A3 (vi)	<i>Exchange rate risk</i> – the risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.
A4 (vi)	<i>Exchange rate risk</i> – The Council will closely monitor exchange rate movements and may utilise risk management tools or instruments available such as a forward contract or advance purchase of foreign currency to hold in an account until such time as required; always providing that these measures are used only for the prudent management of the

	Council's financial affairs and not for any speculative purpose.
A5 (xii)	<i>Forward foreign exchange contracts and options.</i> These are only utilised in order to manage specific known exchange rate risks and not for speculative purposes. A forward contract may be entered into in order to hedge against exchange rate risk where the amount and date of a payment in a foreign currency is known in advance. An option is a premium paid product which gives the right, but not the obligation, to purchase a pre agreed EUR amount, at a pre agreed rate and date.

Implications of the Report

1. **Financial** – As described in the report. The Treasury Management Strategy Statement and treasury management indicators assist in providing assurance that the Council's treasury management activities and longer term plans are affordable, prudent and sustainable.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** – Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none

10. **Risk** – The Treasury Management Strategy Statement and treasury management indicators provide a framework to take forward the Council's treasury activities in the context of the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This mid-year review report demonstrates that the treasury management activities carried out during the period 1 April 2021 to 15 October 2021 have been consistent with the Treasury Management Strategy Statement 2021-2022 and have complied with the treasury management indicators set out in the Strategy Statement
11. **Privacy Impact** – none
12. **COSLA Policy position** – none
13. **Climate risk** - none

List of Background Papers

None

Author: Alastair MacArthur – 0141 618 7363

Appendix 1

Borrowing and investment position as at 15 October 2021						
	balance at 01-Apr-21	new borrowing in 2021-2022	principal repayments	debt restructuring	net cash movements	balance at 15-Oct-21
<u>Long term borrowings</u>						
PWLB - fixed	202,130,616.12	-	(3,081.74)	-	-	202,127,534.38
PWLB - variable	-	-	-	-	-	-
Market loans	52,916,000.00	-	-	-	-	52,916,000.00
	255,046,616.12	-	(3,081.74)	-	-	255,043,534.38
<u>Short term borrowings</u>						
Temporary loans	-	-	-	-	-	-
	-	-	-	-	-	-
<u>Total external borrowings</u>	255,046,616.12	-	(3,081.74)	-	-	255,043,534.38
<u>Investments</u>						
Fixed term deposits	130,000,000.00	-	-	-	5,000,000.00	135,000,000.00
Notice accounts	5,000,000.00	-	-	-	-	5,000,000.00
Call accounts	8,000,000.00	-	-	-	-	8,000,000.00
UK Government DMADF	5,720,000.00	-	-	-	80,420,000.00	86,140,000.00
Ultra-Short Dated Bond Funds	-	-	-	-	5,000,000.00	5,000,000.00
Money market funds	39,000,000.00	-	-	-	(16,470,000.00)	22,530,000.00
<u>Total investments</u>	187,720,000.00	-	-	-	73,950,000.00	261,670,000.00
<u>Net borrowing</u>	67,326,616.12	-	(3,081.74)	-	73,950,000.00	(6,626465.62)

Appendix 2

Treasury Management Indicators as at 15 October 2021				
	2021-2022 estimate	2021-2022 probable	2022-2023 estimate	2023-2024 estimate
<u>Authorised limit for external debt</u>	£480m	£412m	£606m	£685m
<u>Operational boundary for external debt</u>	£460m	£396m	£580m	£655m
<u>Actual external debt at 15 October 2021</u>	n/a	£329.48m	n/a	n/a
<u>Upper limit for fixed interest rate exposure (borrowing)</u> expressed as percentage of total net outstanding principal	100%	n/a	100%	100%
<u>Upper limit for variable interest rate exposure (borrowing)</u> expressed as percentage of total net outstanding principal	25%	n/a	25%	25%
	new borrowing in 2021-2022		total of all borrowing	
	value	maturity structure	upper limit	actual at 15 Oct 2021
<u>Maturity structure of fixed rate borrowing</u>				
under 12 months	0	0%	15%	0.33%
12 months and within 24 months	0	0%	15%	0.73%
24 months and within 5 years	0	0%	45%	4.25%
5 years and within 10 years	0	0%	50%	0.01%
10 years and above	0	0%	100%	94.68%



To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Finance and Resources

Heading: Customer & Business Services Performance Report

1. Summary

- 1.1 This report details performance across key Customer & Business Service (CBS) functions including revenue collection and benefit administration for the period ending 28 September 2021 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund) as well as an update on delivery of the Low Income Pandemic Payment. This report also provides a performance update in relation to customer services provision for September and year to date.

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 September 2021 for Council Tax. It also provides details of the total sums collected for the previous financial year.
- 3.1.2 The billable sum for 2021/22 is £88,888,326.
- 3.1.3 The sums collected to date for 2021/22 are £53,150,844 which is 59.80% of the billable sum. This represents an increase of 1.32% in cash collection as a proportion of net charges billed compared with the same position for 2020/21. Aligned with other local authorities, recovery action had been suspended during the earlier part of the previous financial year leading to reduced/delayed income.
- 3.1.4 The Council Tax Reduction awarded is £13,715,299 amounting to 13.37% of the billable sum, which is 1.05% less than at the same point last year.
- 3.1.5 The Service continues to encourage the take-up of Council Tax Reduction. Activities include close tracking of potential applications and data matching to maximise Council Tax Reduction awards.

3.2 Non-Domestic Rates

- 3.2.1 This section details the collection performance as at 28th September 2021 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 2021/22 amount to £90,208,896, this is significantly higher than the levied amount of £80,063,917 for 2020/21. Reduced take-up of Covid-19 reliefs by larger retailers largely accounts for the increase.
- 3.2.3 The cash receipts to date amount to £33,308,019 which is 36.92% of the sum billed. This is an increase in cash collection as a proportion of net charges billed of 17.14% compared with the same position for 2020/21.
- 3.2.4 During 2020/21 the introduction of Covid-19 reliefs, and delays in the provision of software changes to deal with these, delayed the billing of Non-Domestic Rates till July. Consequently, payment collection only commenced in August 2020 as opposed to the normal May date.

4. Benefit administration

- 4.1. This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 2021. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.
- 4.2 The Service continues to successfully balance the varied and changing workload resulting from the impact of the pandemic, in particular the significant resources required to support Self-Isolation Support Grants.

4.3 **Speed of Processing – Housing/Council Tax Benefit**

- 4.3.1 As detailed in Table 1 below, processing speed for New Claims is within target for the period.
- 4.3.2 In relation to New Claims processed within 14 days of all information received, this measure is also within target for the period.
- 4.3.3 Processing of Changes in Circumstance (CIC) is well within target for the year to date and for the reporting period during which period. *(Supplementary processing information is attached in Appendix 2 for members' reference)*

Table 1 – Performance Summary

Performance measure	4 Week Reporting Period 13 August 2021 to 09 September 2021	Year to date position	Annual Target
New Claims – processing time	24 days	14 days	24 days
New Claims - % processed within 14 days of all information received	95%	94 %	92%
Changes in Circumstance – processing time	10 days	6 days	10 days

4.4 **Discretionary Housing Payments**

- 4.4.1 The total budget for Discretionary Housing Payments for 2021/22 is shown in table 2 below.
- 4.4.2 Funding for DHP was previously provided to Local Authorities by the Department for Work and Pensions, following the new social security powers devolved to the Scottish Government (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.
- 4.4.2 The DHP budget has been calculated to include the full Scottish Government estimate of the amount of funding required to fully mitigate the effect of the Bedroom Tax. This estimate includes a 20% reserve allocation which will be paid in May 2022, if required.
- 4.4.3 In line with DHP Policy and DHP Regulations, the Service makes awards to fully mitigate the effect of the Bedroom Tax and maximise spend within the year.
- 4.4.4 Table 3 shows the performance information in relation to DHPs. The table shows that processing time in relation to DHP is within target.

Table 2 – DHP Budget

Funding – indicative allocations	amount
Renfrewshire Council	£100,000
Financial Hardship (non-Benefit Cap) – Scottish Government	£230,932
Financial Hardship (Benefit Cap) – Scottish Government	£180,862
Bedroom Tax* – Scottish Government	£2,468,924
Total budget for the year	£2,980,718

*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 2021 to 30 September 2021
Volume of DHP applications received	4,213 applications
Volume of DHP decisions made	3,971 decisions
Number of DHP awards	3,923 awards
Average processing time (target 29 days)	19 days
Total amount committed/paid	£2,388,954

4.5 The Scottish Welfare Fund

- 4.5.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.
- 4.5.2 The Service makes awards in 2021/22 in line with Scottish Government guidance and had spent 49% of its total budget for the Scottish Welfare Fund (SWF) by the end of September 2021.
- 4.5.3 The Scottish Government allocated additional resources of £22 million across Scotland to meet additional demand for Crisis Grants and Community Care Grants, arising because of COVID-19. This resulted in an additional £0.782M being allocated to Renfrewshire, £0.424M of which is available in the 2021/22 budget.

- 4.5.4 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 stretching 1 day target for SISGs.
- 4.5.5 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.
- 4.5.7 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.
- 4.5.8 The Service made necessary operational arrangements to support the assessment, processing, and payment of SISGs. During September 1,337 applications were received which represents a 23% increase compared to the applications received during August. Table 5 below outlines the key performance information.

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

Measure	1 April 2021 to 30 September 2021
Number of Crisis Grant applications received	4,438
Number of Crisis Grant Awards	3,169
Total amount paid for Crisis Grants	£328,496
Average Processing time (2 working days target)	2 days
Average Processing time within September	2 days
Number of Community Care Grant applications received	1,200
Number of Community Care Grant Awards	594
Total amount paid for Community Care Grant	£485,392
Average processing time year to date (15 working days target)	9 days
Average processing time within September	8 days
Total amount paid/committed from the fund	£813,888
Budget provided by Scottish Government	£1,675,804

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

Measure	1 April 2021 to 30 September 2021
Number of SISG applications received	4,307
Number of SISG Awards	2,730
Average Processing time (1 working day target)	4 days
Average Processing time within September	4 days
Total amount paid/committed from the fund	£1,354,500
Budget provided by Scottish Government	£1,354,500

5. Low Income Pandemic Payment

- 5.1 Scottish Government and COSLA have agreed that local authorities will act as the Scottish Government delivery agent for the Low Income Pandemic Payment; a £130 Low Income Pandemic Payment (LIPP) will be made to each household in receipt of Council Tax Reduction in April 2021 and to additional households who are either exempt from Council Tax or who have no liability.
- 5.2 It is anticipated that around 20,000 Renfrewshire households will benefit from this payment. The payment is intended to support the wellbeing of people living on low incomes and help them to manage the ongoing impacts of the pandemic on their household finances.
- 5.3 The payment can be used by recipients as they see fit and there is no requirement or expectation that payments received are used for a particular purpose. Common uses may include purchasing essentials, such as food and fuel.
- 5.4 LIPP payment will be made to households that meet the eligibility criteria by 31 October 2021.
- 5.5 19,936 eligible households have been written to advising them that they are eligible for the payment and explaining that they would be asked to complete an on-line form to provide their bank account information. Follow up letters have been issued to each customer giving guidance on how to access the form and explaining what information is required. The letters also explained how customers could request assistance to complete the form.
- 5.6 Once the on-line form is completed by the Council Tax reduction recipient, validation checks are carried out to minimise the risk of fraud before the payment process is initiated.

- 5.7 By 30 September 2021 10,004 payments, totalling £1,300,520, had been paid to customers. Those who haven't applied will be issued with a reminder letter requesting that they do so. If no application is received from a customer a credit of £130 will be made to their Council Tax account.

6 Customer Service Provision

- 6.1 This section details the performance of the customer service for September 2021, and the current year to date position. The report provides an update on the overall contact centre call handling volumes and response times. Some face-to-face services have now reopened in Renfrewshire House and customer volumes will be reported. COVID-19 continues to see an increase in demand for Digital Services and this report will update members on the level of online transactions being completed.

6.2 Telephone Call handling

- 6.2.1 High level monthly summary – for the month of September, the contact centre received 27,255 calls and answered 96% against a primary target of 90% for the period.

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

Primary target	Year	Calls Received	September Performance	Year to Date
90% calls answered	2021	27,255	96%	97%
	2020	28,455	95%	96%

- 6.2.2 The contact centre achieved the primary target of answering 90% of all calls. The percentage of calls answered remains higher for the month and year to date compared to the same period last year. Although calls for the month were slightly below September 2020 levels, year to date the contact centre has received 10,427 calls more than the same period last year (a 7% increase in demand).
- 6.2.3 The secondary target is to respond to 70% of all calls within 40 seconds

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

Secondary target	Year	September Performance	Year to Date
70% calls in 40 seconds	2021	59%	57%
	2020	60%	66%

- 6.2.4 The contact centre is performing below the secondary target and is in line with the performance for the same month last year. Although calls for the month were slightly below September 2020 levels, year to date the contact centre has received 10,427 calls more than the same period last year (a 7% increase in overall demand).

For some individual service areas (shown in the table below) the increase has been much higher than the overall average and this is mainly due to the reintroduction of full service offering over the course of the last few months and the associated build-up of demand created from a period of reduced service during lockdown periods. These significant increases in call volumes driven by specific service changes have led to a concentration in demand within certain teams, with a consequential reduction in the number of calls answered within secondary target. However critically the overall performance in relation to the number of calls answered remains high, ensuring customer demand is being met by the service.

Service	2020 volume	2021 volume	Increase	% Increase
Housing Repairs	23,220	32,090	8,870	38%
Council Tax	19,760	23,352	3,592	18%
Environmental	9,886	10,943	1,057	11%
Blue Badges	3,430	4,936	1,506	44%
Housing Benefit	11,158	12,046	888	8%
Registration	5,764	6,669	905	16%

- 6.2.5 Recruitment is also underway to fill vacancies within the call centre which will have a positive impact on performance in the months to come.

6.3 Face to face provision

- 6.3.1 The Customer Service Centres in Paisley has re-opened and is offering face to face services to customers by appointment for some services, however Johnstone and Renfrew remain closed due to the Coronavirus Pandemic. Customers continue to receive support over the telephone and with online services.
- 6.3.2 The following table shows the volume of customers who received face to face service in Paisley during the month of September 2021. Members will be aware the customer service centre has a target for face-to-face customers to be seen within 20 minutes.

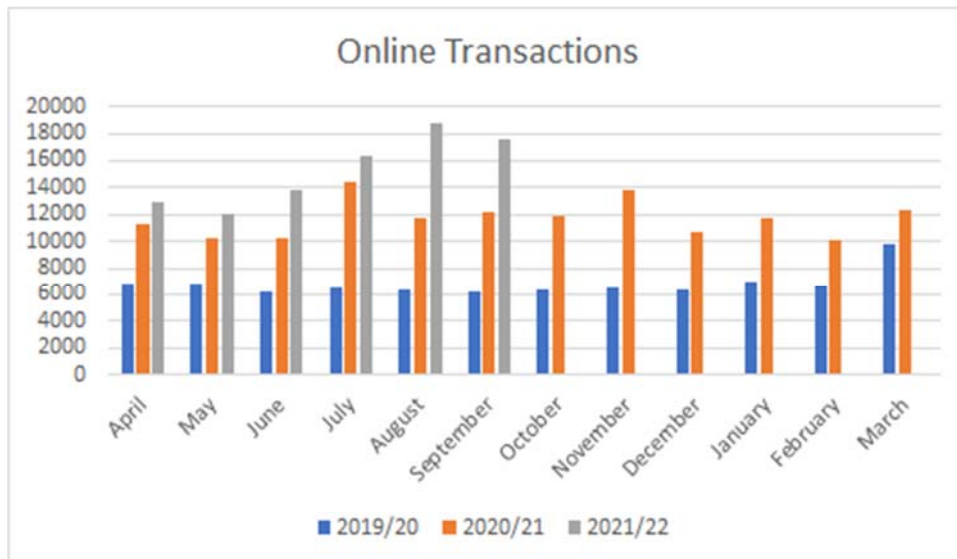
Service	Total Customers	Ave Wait Time (Mins:Secs)
Birth Registration	132	04:34
Marriage Registration	80	08:22
Licensing	120	04:14
Blue Badge	3	11:50
Housing Benefit	2	05:08
Other	319	00:00
TOTAL	656	05:22

- 6.3.3 “Other” in the table above represents customers who visit the customer service centre without an appointment. These customers are supported by the reception staff and provided details of how to access the service they require, the top three requests from customers are; to speak to their housing officer, request a copy of a registration certificate and enquiries about civic licences.

6.4 Digital Services

- 6.4.1 The council continues to see an increase in the use of their online services with a further 4,426 new users registered on the platform since 1st April 2021. This continues the trend seen throughout last year, with a total of 19,917 new users since the start of the pandemic. The Council's MyAccount service is now used by 92.1% of all households in Renfrewshire, compared to 69% of households in March 2020.

- 6.4.2 The level of online transactions also continues to rise, with a 134% increase in customers using the MyAccount platform to request Council Services compared to the same period in 2019. The graph below shows the level of online transactions per month since the start of April 2019.
- 6.4.3 Since the start of April this year there have been 91,482 transactions supported on the MyAccount platform, compared to 140,771 the whole of the last financial year.



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. In relation to the LIPP, Scottish Ministers have committed to fully fund the payments and committed to an allocation of administration funding for local authorities in recognition of the administration overhead that will be required to deliver the payments. The administration funding allocated to Renfrewshire Council is £147,820.
2. **HR & Organisational Development** –temporary resources are being recruited to provide support to customers who require it to access the LIPP. The recruitment and recruitment mechanism have been agreed with the Council's HR team.
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** – – A Privacy Impact Assessment will be developed as part of the delivery arrangements for the Low Income Pandemic payment and privacy notices included on the form used to gather information from eligible customers
12. **Cosla Policy Position** – COSLA leaders have agreed that councils will act as the Scottish Government delivery agent for payment of the Low Income Pandemic Payment to those that meet the SG eligibility criteria
13. **Climate Risk** – None

List of Background Papers

- (a) None

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Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28th SEPTEMBER 2021

COUNCIL TAX		
	2020/21	2021/22
	£m	£m
Projected Yield	97.740	98.307
Gross Charges	100.840	102.604
Less rebates	14.321	13.715
Net Charges Billed	<u>86.519</u>	<u>88.888</u>
Cash Collected	82.079	53.151
Rebate Grant	14.321	13.715
	<u>96.400</u>	<u>66.866</u>
Cash collected as % of Net Charges	94.87%	59.80%
Income as % of Projected Yield	98.63%	68.02%

NON-DOMESTIC RATES		
	2020/21	2021/22
	£m	£m
Projected Yield	77.497	88.405
Gross Charges	145.609	145.637
Less reliefs	66.530	55.428
Net Charges Billed	<u>79.079</u>	<u>90.209</u>
Cash Collected	72.443	33.308
Cash collected as % of Net Charges	91.61%	36.92%
Cash collected as % of Projected Yield	93.48%	37.68%

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

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	July: 75 days	August: 75 days	September: 80 days
Average (12 months to date)	60 days		
Average Appeals Completed	2 Appeals per month		

Comment:- Appeals volumes very low, which is expected due to reducing Housing Benefit caseload. Monthly targets were missed 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	May 21: 20	June 21: 42	July 21: 29
Result Last 3 months	July 21: 29	August 21: 33	September 21: 37

Comment:- The Service has missed target for revisions processing as a result of balancing workloads, including the processing of Self-Isolation Support Grants.

ACCURACY

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit 4% of all calculations. The actual level of checking for this reporting period is higher due to a number of new staff joining the Benefits team and therefore requiring 100% of their work to be checked.

	Target %	Actual %
Volume of Audits 2021/22	4%	29%
Accuracy – September 21	95%	84%
Accuracy – 2021/22	95%	92%

Comment:- The Service has set a stretching target for Accuracy with current performance being slightly below target. The service continues to analyse errors and action trends/patterns by providing additional guidance/training where needed.

Customer & 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 an improved position since the last report with slightly less outstanding total debt and improved

Overpayments raised 2021/22	£535,151
Overpayments raised and recovered in year	£146,604
% Recovery	27.39%
All recovery in year	£602,746
All recovery vs raised in year	112.63%
All recovery vs all debt	7.49%
Total debt outstanding at end of reporting period	£7,447,548



To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Environment & Infrastructure

Heading: Facilities Management Operational Performance Report

1. Summary

- 1.1 Environment & Infrastructure brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on Facilities Management (Hard and Soft Services) delivered by Environment & Infrastructure since the last Policy Board in September 2021.
-

2. Recommendations

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

- 2.1 Approves the content of this report
-

3. Facilities Management - Hard Services

Building Services

- 3.1 Building Services actively managed the transition back to carrying out a normal repair service within the constraints of the Scottish Government guidance.
- 3.2 In conjunction with Housing Services it was agreed that the backlog of repairs on hold would be targeted from those repairs with the longest waiting time to the most recent.

During the crisis it has been difficult to contact many tenants as the current contact details held on the system were found to be inaccurate. We are looking at each trade

strategically in conjunction with Housing and are sending out letters to tenants asking them to make contact with our admin team to arrange appointments. If, however, we have not received a response following a 28 day period, the job will be cancelled and closed. This approach is still on going and we hope to have all of letters issued prior to the end of September.

This targeted approach will be used to reduce the number of outstanding repairs on the system. Once completed only current repairs reported by the tenants will be on the system.

4.0 Operational Update

- 4.1 **Gas** – The domestic gas servicing and repair team have been working actively through the back log of works and have tried to contact those tenants who have been waiting for repairs for some time. The contact letters described above have been issued to tenants reporting gas related repairs that we have not been able to contact by phone. Appointments have been made with those tenants who have responded.

From 28 June all diaries have been opened for tenants to make appointments for new repairs. From 1st April 2021 – 17th September 2021 the domestic gas servicing and repairs team carried out the following: -

- gas services to domestic boilers – 4,251 appointments completed. 144 of these were to new tenants.
- gas repairs and follow on works from servicing – 1190 appointments completed
- gas emergency/ same day call outs – 2251 attended
- gas Urgent 5 days response – 125 attended

- 4.2 **Aids and Adaptations** - The service is working with Housing and Social work to actively programme disabled adaptations. Bespoke risk assessments are required to be carried out for vulnerable tenants. This is to ensure tenants needs and considerations are being met while the work is being carried. There remains a backlog of works at various stages of assessment to be carried out, however, works have been prioritised by social work into various levels of urgency based on service user's needs. We are working with housing to prioritise these works whilst accommodating smaller more recent requests.

From the end of May 2021 Building Services have completed 26 full adaptations and we currently have 12 live jobs at various stages.

- 7 booked in and agreed to be completed within the next 2/3 weeks.
- 2 on hold requiring information from the clients
- 5 site visits to be carried out and works booked in.

- 4.3 **Double Glazed Units** – Since lockdown restrictions were lifted in January 2021, we have reduced 'on hold' double glazing works to just 1. There are 4 older jobs that we are currently working on to complete. Unfortunately, due to the current market conditions, there is still a longer than normal waiting time for the production of double glazed units.

- 4.4 **Renewal of UPVC** - As the restrictions lifted on the 26 of April we have been working actively to address the backlog of doors and windows renewal with priority given to those waiting longest.

Outstanding works are detailed below:

- 75 external doors and 15 windows currently at various stages of the process but there is currently a 14-16 week waiting time from point of order due to market conditions. We are actively seeking alternative suppliers that meet the security and weather specifications to try to reduce the ordering times.

4.5 **Electrical Programme**

Smoke detector programme –

- 3042 installations completed.

Electrical testing programme for domestic housing –

- Jobs raised – 2,385
- Tests completed – 2,119
- No access given by tenant – 266
- Follow on works after testing – 1,150

- 4.6 **Boiler Replacement Programme** – This programme recommenced after restrictions were lifted on 26 April.

- 51 full gas central heating installations in void properties.
- 39 full gas central heating installations in tenanted properties. 3 houses per week now programmed in for full installations.

- 4.7 **SHQS Tenanted houses** – have been on hold due to the large volume of work required and the disruption to tenants. since the 26 April the focus has been on delivering the SHQS void programme with very low demand for the SHQS tenanted property works due to the pandemic.

4.8 **Voids**

Building Services continues to work on void houses and undertake full compliance checks for the Homeless Persons Units (HPU). This has allowed people presenting as homeless to be accommodated.

237 voids have been completed during Quarter 2 in 2021/22. (up to 17/09/2021) with a total of 457 voids completed from 1st April to 17th September 2021.

Void Returns from 1 st April – 17 th September 2021/22			
Full Void Works*	*Inclusive Gas Central Heating (GCH) install	*Inclusive Asbestos Removal (ASB RE)	Preliminary Works
457	51	53	372

Prelim works include:

- Full property clear outs
- Removal of full kitchens for asbestos contractor
- Removal of bathroom suites for asbestos contractor
- Removal of gas central heating systems for asbestos contractor
- Temporary electricity boards fitted for asbestos contractor
- Full reinstatements after asbestos removal

4.9 **SHQS Voids** - Building Services has been allocated additional SHQS Voids, which were previously carried out by an external contractor. This has increased from 2 to 4 properties a week since 26 April 2021.

4.10 **PPE Hub** - Building Services has been managing the Renfrewshire HSCP distribution hub for PPE at Unit 5 in Underwood Road since July 2020. In partnership with HSCP we are now servicing 60 care facility properties per week and supplying Lateral Flow test kits to care homes.

4.11 **Water Management** - Building Services operatives have continued to carry out water management testing throughout the pandemic. They test and inspect various water outlets within any school or public building. Works carried out from 1st April to 31st July 2021.

- 8750 tests
- 67 properties for samples taken
- Over 50 remedial repairs completed.

4.12 **Commercial Gas** - Specialist facilities engineers carry out all compliance works which include gas servicing, F-Gas servicing (air conditioning), AHU servicing and the cleaning of kitchen canopies and filters.

Gas servicing is carried out in schools, public buildings and domestic properties i.e. Janitors houses, this can also lead to various faults being found with boiler parts and subsequent maintenance requirements. Work activity listed below is from 1st April 2021 – 17th September 2021.

Commercial Gas

- 67 properties
- 172 boilers serviced
- 39 water heaters serviced
- 64 tightness tests carried out

Domestic Gas

- 8 properties
- 8 boilers serviced

AHUs (air handling units) require filters and belts changed and repairs where required.

- 13 properties
- 67 AHUs

Kitchen canopies are cleaned both inside and out and all filters are cleaned.

- 33 properties
- 35 canopies cleaned inside and out

Repairs to Public Buildings

- 35 emergencies
- 2 specialist appointments
- 8 Urgent repairs.

In addition, specialist facilities engineers completed the installation of new commercial boilers at the McKillop Institute in Lochwinnoch as part of the Council boiler replacement programme and installed new water heaters in the main plant room in Renfrewshire House. The service is currently arranging the installation of new water heaters at the Love Street Disability Centre.

- 4.13 **Streetlighting** - Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour emergency service to Renfrewshire residents. The Street Lighting team has been fully operational and has completed the following works during 01 April 21- 15 Sep 21

- 545 Emergencies attended during working hours
- 24 Emergencies attended out of hours
- 1687 Dark lamps put in lighting (attended)
- 829 Planned maintenance completed
- 74 Excavations completed

Performance Indicators

Reported street lighting faults which were attended within the 7-day timescale – 01 April 21 – 15 Sept 21

100% were attended within the 7day period against a target of 95%.

- 4.14 **Contracts** - The delivery of several larger scale construction projects was severely impacted by the COVID-19 pandemic and were suspended for several months during lockdown. However, these have recommenced, and work has been on going to complete these projects.

- Works have commenced on the large toilet upgrade plans for schools across Renfrewshire. West Primary and St Mary's Primary have now been completed. Works have now commenced on Williamsburgh Primary and Our lady of Peace primary. We are actively working to maintain the programme of works but due to material shortages across the whole of the United Kingdom there have been delays to the delivery of sanitary ware.

- 4.15 **Apprentice Programme** - Building Services working in partnership with Housing Services recruited new youth and adult apprentices during July and August. All 9 new apprentices have now started.

3 Painters (youth apprenticeship)

1 Joiner (adult apprenticeship)

2 Electricians (2 youth apprenticeships)

3 Plumbers (2 youth apprenticeships and 1 adult apprenticeship)

We are very pleased to welcome these new apprentices into the workforce which will build on our existing complement of apprentices.

4.16 Stores and Materials

Building Services in order to combat the present supply chain issues across the whole of the United Kingdom we are now procuring, where suppliers will allow, on a bulk purchase call off basis to secure goods and ensure where possible we have sufficient materials to continue to carry out works across all work streams. We are also purchasing alternative materials when the supplies of the mainstream items are unavailable this approach is helping to maintain the availability of stocks to our workforce.

In addition to the issues encountered due to Covid and Brexit the haulage crisis / driver shortages has also had an impact on important areas such as deliveries of supplies and lifting of trade waste. To highlight this many of our suppliers have materials available at docks but no drivers are available to then distribute the shipments and our Trade Waste operator lost many staff to competitors in the volatile job market within the industry. This left them struggling to meet Service Level Agreements and provide their normal service. They have recently carried out a successful recruitment programme and the service is now at an acceptable level once again, however again this is another unpredictable area which may be stretched again in the months ahead.

5. Risks to on-going recovery.

Due to the UK market position for materials, lack of skilled labour and high demand described above there is a risk that some of the works that Building Services carry out may not be able to be carried out or completed within the timescales previously given. However, we are working to ensure we secure as many supplies as possible and find alternative products where required.

As a consequence of the current, and on-going market conditions, there will be a need to increase the budget available for the purchase of materials as prices rise to unpredictable and unprecedented levels. Building Services is working with Finance and Procurement to identify the impact this will have on budgets and are keeping this under constant review.

In addition, the shortage of skilled trade labour within the construction sector is having a detrimental effect on the ability of Building Services to retain and recruit qualified tradespeople. We have exhausted all available routes for new operatives.

We are trying all available routes to recruit new operatives.

6. Soft FM (Facilities Management)

- 6.1 The service has been working closely with colleagues from Building Services and Health & Safety to introduce CO₂ monitoring in schools and early learning centres across Renfrewshire. This is in line with new Scottish Government guidelines to improve the air quality and ventilation in teaching spaces to assist in the reduction of the spread of the Covid-19 virus.
- 6.2 The phased re-opening of Renfrewshire House has been ongoing over the past few months. The service has been working with Health & Safety colleagues to ensure staff can return to a safe working environment, as the Covid restrictions are eased across the country.
- 6.3 The service continues to work closely with Children's Services and Health and Safety to ensure that it provides a safe and clean environment for pupils and staff in all educational establishments. The service works closely with Health & Safety colleagues to ensure that it meets the requirements detailed within the Scottish Government's published Coronavirus (COVID-19): guidance on reducing the risks in schools.
- 6.4 This Universal Free School Meal Provision which was extended to all primary 4 pupils from August 2021, is to be extended to all pupils in primary 5 from January 2022 and for primary 6, and 7 pupils from August 2022. The service is working with colleagues from Hard FM to survey school kitchens to determine the capital works required to ensure that there is capacity across the school estate to deliver the additional meals required. A capital bid will be submitted for funding from the Scottish Government as part of this national initiative. .
- 6.5 The service is also working on plans for the additional staffing and for other resource requirements arising from the delivery of these additional free school meals. An additional recruitment exercise is being developed to ensure there are adequate Facilities Operative resources in schools to ensure the effective delivery of this increase in service. The service will work closely with Children's Services to address the logistical challenges in the delivery of these additional meals across the lunch service, such as lunch breaks being staggered to ensure all children can be accommodated in dining halls.
- 6.6 New school menus were introduced in August 2021 to meet the requirements of the revised Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020, which were introduced earlier in the year. These menus are aligned more closely to the Scottish Government's Scottish Dietary Goals and are centred around four key themes to make school meals even healthier. As these regulations apply to the whole of the school day and not just to the lunch service, an informative training package on the guidelines has been developed to raise awareness to all staff working in schools. Consultation with pupil groups will be undertaken over the coming months for feedback on the new menu and to review any changes which can be implemented.

- 6.7 The remodelled Soft FM service has now been fully integrated into schools and Early Learning Centres. Training plans continue to be delivered to ensure that all employees have the skills and knowledge to enable them to carry out their new roles. Regular meetings continue to take place with head teachers to address any issues or concerns which may arise.
- 6.8 Recruitment has become a particular issue for the service, in line with national staff shortages. The service worked closely with the Economic Development Team to create a bespoke Soft Facilities Management trainee scheme through the Government's Kickstart funding stream. However, this continues to provide challenges which we are working through to optimise the opportunity to employee suitable candidates.
- 6.9 The service is participating in a corporate working group to identify new methods of recruitment which allows a more targeted, streamlined approach, to try to address the staff shortages across specific areas of the service. Drop-in sessions are being arranged within local communities where we encounter particular issues in the recruitment of staff. It is hoped that a 'one-stop-shop- approach may assist in attracting staff to apply for posts in the service.
- 6.10 Soft FM continues to support the delivery of the Community Meals' service. This service supports around 500 vulnerable residents on a daily basis.
- 6.11 The service is working closely with colleagues from HSCP to ensure that the housekeeping service delivery in care homes meets all national guidelines relating to COVID-19. Additional temporary management and housekeeping staff are in place until the end of the financial year to ensure the service can maintain safe levels of service delivery, whilst ensuring that all changes in national guidelines are addressed.
- 6.12 Soft FM is actively involved in a number of Right for Renfrewshire projects. The service is providing ongoing managerial input to ensure the successful delivery of these corporate projects.
- 6.13 The service continues to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire, as part of the Scottish Government's Period Poverty programme.
- 6.14 In September 2021, the service was awarded the Commitment to BICS Training & Assessment in Education Award at the BICS annual awards event.
- 6.15 The management team at BICS has approached the service to ask if they can highlight the review of the Soft FM remodelling journey as a case study of good practice.
- 6.16 Work has commenced on the installation of a new suited lock system across the school estate. This will ensure that keys for all schools are controlled centrally and that the service can ensure that all schools can be opened on time in the event of any staff absence. The roll-out of this installation will continue over the coming months.

- 6.17 The service has recently recruited two Compliance & Repairs Operatives and have developed a training plan to provide a maintenance and repair service for cleaning equipment across the service. This service provision will be developed over the coming months to ensure our frontline staff have equipment which is fit for purpose and that we achieve a reduction in the cost of repairs. This service provision will be developed over the coming months to incorporate other areas of the service.
- 6.18 The service is preparing for the introduction of Natasha's Law which is new legislation coming into force on 1 October 2021. This new legislation requires all Scottish food businesses to include the product name and full ingredient information on any pre-packaged food for direct sale. This will ensure that information about allergens and other ingredients in food packed in advance will be visible and will impact, mainly, on our high school service.

Implications of the Report

1. **Financial** – Any financial impact from COVID-19 referenced in this report will be progressed through the Council's financial & budget planning process. The investment and installation in defibrillators as set out in recommendation 2.2 and paragraph 4.13 of the report will be met from existing resources.
2. **HR & Organisational Development** – Any staffing changes from COVID-19 referenced in this report will be progressed through the Council's HR policies, including home working and flexible working.
3. **Community/Council Planning** – the report details a range of activities which reflect local community and council planning themes.
4. **Legal** – None
5. **Property/Assets** - as facilities start to open in line with the Scottish Government Routemap, adjustment may have to be made to physical spaces to allow for physical distancing and to comply with relevant guidance.
6. **Information Technology** - None
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Advice and guidance is being given to protect the health and safety of employees and service users when carrying out priority services for the Council in line with government and health guidance.

9. **Procurement** – The ongoing COVID-19 pandemic and possible issues arising from Brexit has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods and services required by the Council.
10. **Risk** – As noted in section 5, the CRMG are currently reviewing the Council's risk profile in light of the coronavirus pandemic.
11. **Privacy Impact** – None
12. **COSLA Policy Position** – None
13. **Climate Change** – The installation of electric vehicle charging points will support the Council's climate change goals. Building Services repairs in line with new standards for renewable energy.

List of Background Papers - none

Author: Diane Gillies, Head of Facilities Management (Hard & Soft Services)



To: Finances, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Chief Executive

**Heading: Chief Executive's Service – Service Delivery Plan 2021/22
Mid-Year Monitoring Report**

1. Summary

- 1.1. Each year, Council services develop and prepare a Service Improvement Plan for approval by elected members. Service Improvement Plans are three year rolling plans which set out the key priorities and actions which will be progressed by the service, and the performance measures and associated targets which will be used to evidence progress made.
- 1.2. As a direct result of the pandemic and the focus on crisis response and recovery, an interim change was made to the service improvement planning process for 2021/22, with Service Delivery Plans being developed for each Council service. Although these plans still focus on some of the longer-term ambitions and priorities being progressed by services, there is a much greater focus on the 12-month period (21/22), and the work undertaken as part of the ongoing COVID response to stabilise and to adapt the way in which services are provided going forward. The Chief Executive's Service Delivery Plan was approved by this Board on 31 March 2021.
- 1.3. The Service Delivery Plan sits beneath the Council Plan, Community Plan, and alongside the Risk Management Plan and the People Strategy to form a suite of documents which provide the strategic direction for the service. The plan also sets out some of the key actions which the service will progress to support the delivery of the Social Renewal and Economic Recovery Plans,

with the Chief Executive's Service leading work on these plans for the organisation.

- 1.4. This report contains details of Chief Executive's Service performance over the period 1 April 2021 to 30 September 2021. The main purpose of the report is to provide:
- details of the key achievements of the service over the period
 - a progress update on implementing the action plan linked to the 2021-22 Service Delivery Plan
 - an assessment of performance in relation to the service scorecard of core performance indicators
 - an overview of any areas of particular pressure that the service has experienced
 - an overview of priorities for the service over the next six months
- 1.5 The action plan is the core of the Service Delivery Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service are measured. Due to the significant ongoing constraints on capacity and high demands on our services, our service recovery planning continues to be a key priority and focus. Despite the challenges of maintaining services throughout different stages of restrictions, Chief Executive's Service continued to deliver on its priorities and achievements over the last six months and these are detailed in section 4 of the report.
- 1.6 Appendix 1 of this report provides an updated position on all actions within the Service Delivery Plan covering 1 April 2021 to 30 September 2021 and all performance indicators for quarter 1 of the financial year.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board note:
- the contents of this report;
 - the achievements of Chief Executive's Service during the first six months of 2021/22 which fall within the remit of this Board;
 - that a mid-year report has been presented to the Communities, Housing and Planning Policy Board on 26 October 2021 in respect of service areas falling within the remit of that Board.

3. Background

- 3.1 The Chief Executive's Service supports the strategic direction of 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.
- 3.2 The operating context for services continued to be challenging throughout the first half of 2021/22. Services have continued to operate throughout all periods of restrictions delivering critical front-line services and adapting ways of working to support positive outcomes for service users, their families, and communities.
- 3.3 The Service Delivery Plan is an important mechanism by which elected members scrutinise the work of the Chief Executive's Service and consider and set policy direction as necessary. Importantly, the Service Delivery 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 its objectives. The plan also sets out some of the key actions which the Service will progress to support the delivery of the Social Renewal and Economic Recovery Plans agreed by Council.

4. Key Achievements April to September 2021

- 4.1 In developing the Service Delivery Plan, the Service reviewed its activities over the course of 2020/21. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented, and the Chief Executive's Service has played a critical role in supporting the Council's response.
- 4.2 As with other areas of the Council, since March 2020, the coronavirus pandemic has significantly changed the way in which the Chief Executive's Service has provided services and, for many service areas, the actual services which they deliver. Priorities for the Chief Executive's Service have also changed to respond to the many issues caused by the pandemic and also to prepare recovery actions post COVID-19.
- 4.3 The Service has experienced significant pressures on existing capacity, particularly across procurement, policy, planning and building standards – these have been exacerbated by absence and recruitment issues, which we expect to continue. There has been a significant level of additional activity being picked up by the economic development team and Invest in Renfrewshire to support businesses and citizens through the pandemic. As case numbers

have remained relatively high in the first half of this financial year, the Service has continued to support the Neighbourhood Hubs to help citizens who are self-isolating. Across the Council's capital programmes, pressures have been experienced in terms of resource and material availability and supply chain disruptions, in many cases putting pressure on budgets. The impacts of these pressures are being closely managed within the City Deal and Infrastructure Team.

4.4 Despite these challenges, the Chief Executive's Service remains ambitious and wherever possible existing priorities have continued to be delivered, such as the review of Local Partnerships and the Celebrating Renfrewshire Participatory Budgeting programme; the publication of the Alcohol and Drugs Commission report and recommendations; delivering a digital events programme; progressing City Deal and Cultural Infrastructure projects including an innovative District Heating Network solution; and continuing to offer support on jobs and skills development, including bidding to be a Kickstart provider.

4.5 Key achievements for April to September 2021 are summarised below, highlighting those most relevant for the Finance, Resources and Customer Services Policy Board:

- Progressing Renfrewshire's Economic Recovery Plan - Renfrewshire Council and its key partners are continuing to monitor the impact of COVID-19 on the local economy and work towards economic recovery. An update was provided to Leadership Board in June on progressing the 14 Priority Action Areas within the Plan. Short term priorities for Renfrewshire over the next 4 to 6 months include a clear focus on the following immediate 're-start priorities' and ensuring Renfrewshire does not lose out to pressures across the region impacting on employment, recruitment, opportunities for young people and business viability. Indicative short-term priorities are identified as:
 - Employability
 - Business engagement/supply chain
 - Inequality
 - Skills and recruitment
 - Young people
- Delivering a wide programme of support for employability and the local economy within the context of the pandemic, including administering Scottish Government Grants to businesses since the start of the COVID-19 pandemic, estimated to be in the region of £169m.
- Supporting young people into employment through the Kickstart Scheme with over 450 places being approved for the Renfrewshire Council bid, with 120 young people already started in post and 110 currently in the process of being

recruited for. In addition to the new jobs being created, the Young Persons Guarantee was launched in April 2021 and Renfrewshire was amongst the first to offer a new partnership website with an opportunities portal aimed at all young people in Renfrewshire, joining up the local offer from all partner organisations.

- Developing a Social Renewal Plan for Renfrewshire, setting out the key actions that the Council will take with partners to respond to the COVID-19 pandemic, with a key focus on addressing some of the significant inequalities that have existed historically across Renfrewshire's communities.
- Continuing to develop the Neighbourhood Hub model, put into place as part of the initial pandemic response, with colleagues across the Council and our partners.
- Publishing the final report of the Alcohol and Drugs Commission, including 27 recommendations which provide clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire.
- Progressing work to develop a Plan for Net Zero for Renfrewshire to help tackle the climate crisis, including an extensive engagement programme across partners, other local authorities, communities and individuals. The views and ideas that are gathered through the engagement process will help to form Renfrewshire's first Plan for Net Zero, alongside a robust evidence base, which will outline the interventions needed for Renfrewshire as a place to achieve net carbon emissions by 2030.
- Developing a priority action plan with the local tourism sector, aligned to the national tourism recovery plan, and establishing the highly engaged Tourism Sub-Group with 18 private and public sector (non-Council and leisure trust) members. The group has positioned the Council as the hub to help connect the sector, mobilise partnerships, link to business support and funding, promote skills and training in the sector and share insights
- Progressing a range of regeneration projects across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, improvements in Robertson Park, Renfrew and Houston Square, Johnstone.
- Progressing the digital workstreams – Smart Data and Digital Citizen – that the Service leads, including mapping work to support data management and analysis for the Smart Data workstream and establishing a Citizens Voices group for the Digital Citizen group. In addition, the Service co-ordinates all activities relating to the Connecting Scotland programme with almost 2000 devices secured to date to support vulnerable people living across communities.

- Continuing to deliver the destination marketing strategy, focusing 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, including local tactical campaigns - Spend Local and Tourist in our Town - designed to inspire local people to support local retailers and venues and rediscover Renfrewshire's great outdoors; launching 'Visit Now' messaging and new digital content through Paisley Is channels; ongoing development of a marketing plan for Clyde Muirshiel Regional Park; and a successful bid was made to the VisitScotland Destination and Sector Marketing Fund, with £40,000 awarded to support destination marketing activity until March 2022.
- Delivering digital events programming including a digital Food Festival and a second digital Sma' Shot Day celebration –supplemented with live programming as Renfrewshire moved to Tier 2. Event Scotland awarded three lots of funding (£77.4k), to the programme the Scottish Events Recovery Fund for both the Spree and Halloween Festivals to support with additional costs for covid secure arrangements and a rollover of Year of Coasts and Waters money into the Halloween festival. The funding is helping to support the return to live in person events late in 2021, with the return of The Spree and a reformatted Halloween Festival.
- Continuing to progress the delivery of the Advanced manufacturing Innovation District Scotland (AMIDS), which is now at a critical stage, securing the investment which will bring employment, skills and economic growth enabled by Glasgow Airport Investment Area (GAIA) infrastructure, and a primary aim of AMIDS.
- Progressing the Cultural Infrastructure investment programme with the Paisley Museum Reimagined (PMR) project appointing a main works contractor in May 2021, with a site start in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with practical completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start during August 2021 and completion anticipated in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an advance works contract planned for Autumn 2021, main works during 2022 and completion in January 2023.
- Developing a framework for mainstreaming participatory budgeting, subject to further engagement with the Corporate Management Team and elected members during late 2021. Alongside this, work has continued to develop our local approach to participatory budgeting, with the launch of a community Investment exercise in partnership with Environment and Infrastructure, the development of options for PB within schools, and a further round of the Celebrating Renfrewshire programme which is currently underway.

- Continuing to operate the Tackling Poverty Programme throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021. Through the Social Renewal Plan, linked work has also been undertaken to develop further supports around food and fuel insecurity, and the provision of advice and support for people affected by redundancy, furlough etc.
- Publishing the Local Child Poverty Action report, following agreement by the Leadership Board in June 2021 - 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.
- Supporting organisational recovery and transition to new ways of working through internal communications, surveying staff on the impact of COVID-19 and reporting on insights. The Council website has a newly expanded staff area for news, guidance and frontline accessibility together with a Wellbeing Hub to support health and safety measures and awareness initiatives. The team devised and delivered a new RenTalks programme of virtual learning sessions, developed more people-led content for newsletters and social media and delivered a virtual Leaders Forum session for 150 senior leaders in June 2021.

5. Progress against performance measures

- 5.1 The appendix provides an update on the progress against the service performance scorecard of indicators for quarter 1 of 2021/22. These indicators and associated targets were developed during the pandemic and where possible reflect the significant disruption to 'business as usual' activity and the context in which the Service and wider Council is now operating. There are also a range of new indicators, such as those around neighbourhood hubs or business grants, which have been developed as a direct result of the pandemic. Commentary is provided for each indicator, and, where relevant, includes further information on the pandemic has impacted on performance.
- 5.2 The Chief Executive's Service shows broadly positive performance against the indicators relevant to this Board, however elected members will note that the indicators relating to people moving into paid employment through Renfrewshire Council Employability Programme has been impacted by the COVID-19 and at 289 has not met the quarterly target of 350, however as also outlined in the appendices, there has been a wide programme of support for the local economy and employability, with the Kickstart programme a particular success in this area.

- 5.3 The Chief Executive's Service did not meet the 100% target of responding to frontline complaints within 5 days for quarter one. 7 frontline complaints were received and 4 were completed on time. Of the outstanding 3 complaints, 2 of these were responded to in less than 10 days and the remaining complaint took 14 days. All three complaints were reviewed and application of the escalation process to investigation would have been an appropriate route for dealing with complaints of that complexity. Further training will be offered to ensure officers are aware of the options available within the Council's Complaints Handling Policy.

6. Priorities over the next six months

- 6.1 Over the next six months, the focus for the Chief Executive's Service will continue to be on addressing the impact of COVID-19, with a strong focus on recovery, through the two plans – Renfrewshire's Social Renewal Plan and Economic Recovery Plan. Across the Service, and the Council, we will work to restart, stabilise and support services and the wider Renfrewshire community.

- 6.2 Priority areas for the Service over the next six months include:

- **Social Renewal** – working collaboratively with Community Planning Partners to take forward Renfrewshire's Social Renewal Plan and action plan, based on the key messages and priority areas highlighted by the Community Impact Assessment. Key strands within this include a significant focus on tackling child poverty alongside ensuring that channel shift to digital does not disenfranchise Renfrewshire's citizens, particularly those already experiencing social and digital exclusion.
- **Economic Recovery** – leading activity to support Renfrewshire's economic recovery through the Economic Recovery Plan and action plan alongside continuing to prioritise the local response on employability, with a particular focus on youth employment utilising the Youth Guarantee and Kickstart funding.
- **Response and recovery** – continuing to prioritise required work to support the ongoing COVID-19 response, with a particular focus on supporting community testing and the vaccination programme, and the further development of the Neighbourhood Hub model to support communities and to create ongoing resilience across communities.
- **Climate Change** – coordinating work from across services and with partners to develop Renfrewshire's Plan for Net Zero, underpinned by extensive partnership and community engagement.
- **Alcohol and Drugs Commission** – leading the delivery of the Commission's recommendations with partners, progressing actions which were identified as

requiring immediate action and supporting the 12 projects which have already been allocated £1.43m of the £2m funding allocated by the Council.

- **Future Paisley** – leading the delivery of cultural regeneration through the Future Paisley programme, aligned to support Renfrewshire's COVID-19 recovery and specifically the recovery of our cultural and creative sectors to deliver our ambitious long-term vision for Paisley and Renfrewshire.
 - **Local Development Plan and Local Housing Strategy** – working across services to develop these key strategic plans to shape the future of Renfrewshire's communities, creating a sustainable Renfrewshire which best meets the needs of our people and encourages people to want to live here.
 - **Communications** - continuing to deliver effective communications and supporting communities throughout the pandemic recovery including public health advice and information on local services, community testing and vaccination.
 - **Regeneration, City Deal and Cultural Infrastructure** – continuing to progress these priority programmes to deliver the regeneration of Renfrewshire as a place, across many of the key priorities outlined above – our social and economic recovery, our physical and cultural regeneration, our climate ambitions - positioning Renfrewshire as a leading place to live, work and invest.
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Implications of the Report

1. **Financial** – none
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** – none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods, works and services required by the Council.

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 - As noted in the report, the climate emergency remains a key priority for the Chief Executive's Service and high-level actions to date are detailed in both the covering report and appendix.

List of Background Papers: Finance, Resources and Customer Services Policy Board – 31 March 2021, Chief Executive's Service - Service Delivery Plan 2021- 22

For more information, please contact Pauline Moss, Strategy, Policy and Insight Manager




Chief Executive's Service Development Plan 2021-2022





Action Plan











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



Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 01	Coordinate the delivery of business support grants in relation to COVID-19		50%	31-Mar-2022	The Economic Development Team have been administering Scottish Government Grants to businesses since the start of the COVID-19 pandemic. These grants (once complete) are estimated to be in the region of £169m distributed through awards of grant to local businesses and self-employed people.
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		50%	31-Mar-2022	<p>Youth employment is a key priority within the Economic Recovery Plan and considerable progress has been made in terms of the action to reduce youth unemployment. The Council and its partners set out ambitious targets to create 700 new and additional jobs for unemployed young people in Renfrewshire by end December 2021 through the resources provided by the UK Government Kickstart Scheme and Scottish Government Young Persons Guarantee.</p> <p>Over 450 Kickstart places had been approved by the DWP for the Renfrewshire Council bid with 120 young people already started in post, and no longer claiming benefits, and 110 currently in the process of being recruited for.</p> <p>In addition to the new jobs being created the Young Persons Guarantee was launched in April 2021 and Renfrewshire was amongst the first to offer a new partnership website (ypguaranteerenfrewshire.com) with an opportunities portal aimed at all young people in Renfrewshire, joining up the local offer from all partner organisations.</p>
CESDP21 - 01 - 03	Support and grow supply chain management and		25%	31-Mar-2022	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,



Code	Title	Status	Progress	Due Date	Update
	knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain				Chamber, NMIS group and WCS) agreed to create a new a Manufacturing Business Forum which is currently being progressed.
CESDP21 - 01 - 04	Develop a programme to support work-place wellbeing across Renfrewshire companies Work with NMIS (Skills Academy)		25%	31-Mar-2022	<p>It is recognised that beyond promoting and supporting positive mental health and wellbeing can mitigate the impact the ability of local businesses to recover quickly and in a sustained manner.</p> <p>The Council, in partnership with Renfrewshire HSCP have develop a campaign that will focus on the support available, how this can be accessed and the importance of seeking assistance. A bespoke training package will be delivered to employers by SAMH aimed at supporting and guiding business owners and managers in their own efforts to help employees who may require support.</p> <p>The Renfrewshire Economic Leadership Panel have supported this initiative and Renfrewshire Chamber of Commerce, the Federation of Small Business, Hillington Park and Braehead have agreed to be ambassadors of the campaign.</p>
CESDP21 - 01 - 05	Develop a productivity and innovation programme for Renfrewshire manufacturing companies (aligned to the existing AMCF / Critical Engineer programme)		25%	31-Mar-2022	In order to establish and agree a delivery mechanism for productivity and innovation programme a business survey of local manufacturing companies has been developed to raise awareness of NMIS and Critical Engineer programme.
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		75%	31-Mar-2022	<p>A joint action plan between Economic Development and Corporate Procurement has been devised to enhance procurement awareness amongst locally based companies.</p> <p>A Community Wealth Building approach to progressive procurement has been adopted to:</p> <ul style="list-style-type: none"> • Develop local supply chains of businesses likely to support local employment and keep wealth within communities. • Promote opportunities for youth employment through community benefits, supplier development programme and supplier guidance. This will aim to support the Youth Guarantee and priority 6 of the recovery plan. • Improve the delivery of community benefits to maximise opportunities for youth guarantee, supplier development and value added to the local community from Council contracts.





Code	Title	Status	Progress	Due Date	Update
					<p>A core steering group has been established to oversee the action plan and approach and meets on a monthly basis. A number of new opportunities have arisen which has led to:</p> <ul style="list-style-type: none"> Examining new systems and resources to improve the tracking of community benefits with the potential to introduce a new improved system. The Economic Development and Procurement team are part of a Scotland Excel pilot to further develop this area of work. Meet the buyer (Renfrewshire Council) session took place during July and work is ongoing.
CESDP21 - 01 - 07	Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power		50%	31-Mar-2022	A Health inequalities employability group (a sub group of the LEP) was formed over a year ago and is a key element of No-One Left Behind and a number of actions are already underway including These include: proposals for new Employer Recruitment Incentives being developed to support those most in need; and a new Supported Employment Initiative for people with a disability (and other health conditions).
CESDP21 - 01 - 08	Targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors		50%	31-Mar-2022	A PACE redundancy service at Renfrewshire Council Employability Services has been developed with a single point of contact appointed and supporting people being made redundant from June 2021. A new employability grant programme was recently approved and launched on 1 st October to deliver enhanced skills across the area.
CESDP21 - 01 - 09	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate		50%	31-Mar-2022	A new programme of Employer Recruitment Incentives has been developed to support the appointment of new apprenticeships. A city Region Chef Academy model has also been developed to support the hospitality sector. Work between the Council and West College Scotland aims to better promote the Foundation Apprenticeship programme to those still at school.
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		25%	31-Mar-2022	The Communications and Marketing Team have been gathering information for an Investment Prospectus. The work is ongoing and publication depends on the completion of some specific tasks, including the appointment of a joint venture partner, detailing the specific parcels of land available for different end users and also the offer and terms of engagement for occupiers.





Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 11	Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access		15%	31-Mar-2022	<p>Planning application for Renfrew – Paisley Cycleway has been granted and project mobilisation is moving forward. Consultation underway by City Deal team on proposed Inchinnan to Renfrew active travel link.</p> <p>Work commenced on determining gaps in active travel links to employment locations. Following an unsuccessful invitation to tender in June 2021 a rescoped commission will be tendered in October for assessment and analysis of required gaps, including survey/interview work with the employers and in major employment areas. Feasibility resource for this work has been secured from the Council's Climate Change Fund among other sources.</p>
CESDP21 - 01 - 12	Implement Year 3 action plan as part of the Renfrewshire Visitor Plan		30%	31-Mar-2022	In response to the pandemic, a priority action plan was developed with the local tourism sector, aligned to the national tourism recovery plan, and a highly engaged Tourism Sub-Group is now active with 18 private and public sector (non-Council and leisure trust) members. The group has positioned the Council as the hub to help connect the sector, mobilise partnerships, link to business support and funding, promote skills and training in the sector and share insights. Visitor Strategy and Tourism development has moved to Economy and Development as of January 2021.
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.		25%	31-Mar-2022	<p>The Vision for Paisley Town Centre, developed in association with Scotland's Towns and Partnerships and supported by Scottish Government, was launched the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. This ambitious document sets out a 10 year transformation for the town centre as a place to live, to socialise and civic life.</p> <p>Delivery of this strategy and those for Renfrewshire's other centres has been supported by the award of funding from the Scottish Government Town Centre Fund and is the basis of further grant applications being developed during 2021/22. The Leadership Board of September 2021 approved a schedule of projects for delivery commencing this financial year.</p> <p>A PAN notice in advance of a planning application for the redevelopment of the Paisley Centre, along the lines promoted by the Paisley Vision, was received in August 2021.</p>
CESDP21 - 01 - 14	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project		45%	31-Mar-2022	TH/CARS grant funded Building Repair, Shopfront and Small Grant projects continue to be delivered with several currently progressing or about to progress on site and multiple projects complete. There has been some impact to the programme as a result of the pandemic with reserve repair projects brought forward to replace others which have dropped out. A final detailed scheme plan has been submitted to the funders for

Code	Title	Status	Progress	Due Date	Update
					approval with an extension requested to June 2023 to support the delivery of reserve projects given the impact of the pandemic. Work continues to progress public realm works in the High St area opposite the museum. A detailed programme of cultural activities continues to be supported, with further events and training planned.
CESDP21 - 01 - 15	Proactively work with property owners to bring some of the area's most valued assets back into use		25%	31-Mar-2022	Dialogue with building owners has continued and support has been provided to develop regeneration projects and begin work on-site including the former Mannequins nightclub by PACE Youth Theatre; 2/3 County Place tenement refurbishment; and the former Johnstone Police Station, by Active Communities A priority list of heritage assets has been agreed with the CHAPS Board, with individual contacts for these buildings being pursued to seek constructive dialogue.
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 *		75%	31-Mar -2021	A range of regeneration projects have been delivered, or are concluding, across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, development of the 'Start Up Street' facility in George St Paisley, improvements in Robertson Park Renfrew and Houston Square Johnstone. Scottish Government have launched the RCGF programme for 2022/23 and five Stage 1 applications were submitted. One, for the final phase of works for the PACE Theatre project, has been shortlisted with a detailed application due at the end of October.
CESDP21 - 01 - 17	Review and development of the Heritage Asset Strategy for Renfrewshire **		50%	31-Mar-2022	This specific action has been replaced by/is being advanced through, the Great Place Scheme funded by NLHF and Council. The project is making good progress with over 70 local heritage organisations engaged to receive support and guidance with the aim of strengthening Renfrewshire's heritage network and the capacity of local organisations to protect, manage and understand their heritage assets. An extension of the project to March 2022 has been agreed by the National Lottery Heritage Fund, this will be important in supporting the heritage network in its recovery from the COVID-19 pandemic.
CESDP21 - 01 - 18	Deliver the strategies within the current Local Development Plan (LDP)		95%	31-Dec-2021	As the Proposed Renfrewshire Local Development Plan is still going through the processes and procedures in relation to the final adoption of the Plan, Planning continue to work with a range of partners, stakeholders and communities in delivering sustainable and inclusive economic growth alongside protecting and enhancing Renfrewshire's environmental, cultural and heritage assets.






Code	Title	Status	Progress	Due Date	Update
					Delivery of all of the Strategies in the Plan can be seen in how the policies set out in the Local Development Plan are considered and applied when dealing with a range of planning applications on a daily basis.
CESDP21 - 01 - 19	Develop the new LDP 2		80%	31-Dec-2021	<p>The Proposed Renfrewshire Local Development Plan was submitted to the Scottish Government on 31st January 2020 for Examination.</p> <p>The Examination Report was published on 2 February 2021 and included a number of recommendations from the Reporters which identify amendments to the Proposed Plan. The modifications to the Proposed Renfrewshire Local Development Plan were considered by the Communities, Housing and Planning Policy Board on 14 April 2021. The Head of Economy and Development then notified the Scottish Ministers of the Council's intention to adopt the Local Development Plan, subject to the modifications which the Board did not wish to accept.</p> <p>Scottish Ministers considered both the modified Plan and supporting information provided and concluded that they do not wish to intervene in the adoption of the Plan and that the Council may proceed to adopt the Modified Proposed Renfrewshire Local Development Plan. This process will be undertaken in due course.</p>
CESDP21 - 01 - 20	Progress the relevant workstreams of the Digital Strategy including work on smart data, and digital participation		15%	31-Mar-2022	<p>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.</p> <p>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. Free Online Safety Ambassador training has been offered out to the community and staff in partnership with GetSafeOnline.</p> <p>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.</p> <p>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.</p>



Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 21	Implement Year 4 of the destination marketing plan		25%	31-Mar-2022	<p>Quarter 1 of the destination marketing strategy has focused on supporting sector restart and encouraging people to visit and spend money in Renfrewshire, this was managed in line with Government restrictions as Scotland moved through restriction levels.</p> <ul style="list-style-type: none"> Designed and delivered local tactical campaigns – Spend Local and Tourist in our Town, designed to inspire local people to support local retailers and venues and rediscover Renfrewshire’s great outdoors by presenting them with new/different perspectives of their place, this continued through Levels 4 and 3. As restrictions lifted, we launched ‘Visit Now’ messaging and new digital content through Paisley Is channels – creating features across main audience themes with a bias to outdoors and providing practical information for visiting safely. This was used to target a local and regional market and has included digital campaigns and press pitches, and activation in other visitor attractions as they have reopened. Product development has continued with the design, development and marketing launch of the Radical Wars Walking Tour App. The new tour has been promoted as part of Renfrewshire’s suite of heritage tours and trails, through visitor marketing channels including VisitScotland digital campaigns. Ongoing development of a marketing plan for Clyde Muirshiel Regional Park. Focus on developing content partnerships that highlight outdoor activities with new brand photography Worked with the in-house Digital Experience team to apply SEO techniques to every webpage and ensure all content is optimised for search engines Regional marketing included Paisley Food Festival and Sma Shot Day, and planning continues to support live events restart and extend the visitor season through Spree and Halloween. A successful bid was made to the VisitScotland Destination and Sector Marketing Fund, with £40,000 awarded to support destination marketing activity until March 2022.
CESDP21 - 01 - 22	Deliver a Covid secure events programme that supports sector restart		50%	31-Mar-2022	<p>Renfrewshire’s major events programme has been significantly impacted by the pandemic. Digital programming has taken the place of live events into the summer of 2021 and includes delivery of a digital Food Festival and a second digital Sma’ Shot Day celebration – which was supplemented with live programming as Renfrewshire moved to Tier 2. Due to the ongoing COVID-19 restrictions, the British Pipe Band Championships was cancelled for a second year and the partnership with the Scottish Pipe Band Association has now concluded, releasing additional resource for the safe development of the events programme. Throughout the pandemic the team have worked with Event Scotland and Scottish Government to ensure a safe and viable return to events. Event Scotland awarded three lots of funding (£77.4k), to the programme the Scottish Events Recovery Fund for both the Spree and Halloween Festivals to support with additional costs for covid secure arrangements and a rollover of Year of Coasts and Waters money</p>

Code	Title	Status	Progress	Due Date	Update
					into the Halloween festival. The funding is helping to support the return to live in person events late in 2021, with the return of The Spree and a reformatted Halloween Festival.
CESDP21 - 01 - 23	Deliver Fundraising Strategy for Paisley Museum		25%	31-Mar-2022	Applications to major Trusts and Foundations have continued in Q1, with a successful application to the Reo Stakis Charitable Foundation, resulting in a pledge of £100,000, bringing current pledges to £863,483. A further 3 applications to Trusts and Applications were submitted. Trustee meetings have continued online, and regular contact is being maintained with Patrons and Appeal Leaders. The campaign to target High Net Worth Individuals continues to be on hold, due to the impact on COVID-19 restrictions.
CESDP21 - 01 - 24	Lead delivery of cultural regeneration through Future Paisley		25%	31-Mar-2022	A comprehensive review of Future Paisley's step changes and outcomes was undertaken, considering the new context as Renfrewshire continues to emerge from the impact of COVID-19 and to align with priorities in the Council's social and economic recovery plans. Through a series of collaborative workshops with services, partners, and our cultural workforce we establish a new shared narrative for Future Paisley and confirmed new step change wording and new strategic outcomes, more closely aligned to programme activity. This has included reallocating resource to maximise programme impact and sustainability in the months leading to April 2024. Several programme budgets were reprofiled from financial years 2020/21 and 2021/22 to 2022/23 and 2023/24, which also aligned the programme to the revised milestones of the Cultural Infrastructure Programme. In terms of sector support, Future Paisley continued to provide recovery funding to support the cultural sector through the Renfrewshire Cultural Recovery and Renewal Fund. We also extended our partnerships with UWS's Centre for Culture, Society and Events and Glasgow School of Art. Programme activity continues in line with Scottish Government COVID-19 restrictions, with several projects being delivered digitally and in new formats or postponed until restrictions allow.
CESDP21 - 01 - 25	Implement the marketing strategy for Paisley Museum		25%	31-Mar-2022	The marketing strategy was approved in Spring 2021 and presented to key stakeholders including the Future Paisley Partnership Board and VisitScotland. Implementation is being aligned to the revised project delivery schedule and implementation will begin in Q4. In the meantime, work will begin work to develop the Paisley Museum brand to support the campaign launch in 2022. The 2021/22 Paisley Museum PR plan is being implemented.
CESDP21 - 01 - 26	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		10%	31-Mar-2022	The delivery of AMIDS is now at a critical stage, between infrastructure delivery and securing the investment which will bring employment, skills and economic growth enabled by GAIA infrastructure, and a primary aim of AMIDS. This context is recognised within the Renfrewshire Economic Strategy 2020-2030 where AMIDS is noted as a key component.





Code	Title	Status	Progress	Due Date	Update
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		10%	31-Mar-2022	The monitoring of benefits associated with the CWRR City Deal Projects is at an early stage however, development including new residential and commercial developments, in the areas in the vicinity of both the GAIA and CWRR projects has been accelerated as a result of the significant City Deal investment. It is estimated that circa 10% of the projected outputs and outcomes have been realised.
CESDP21 - 01 - 28	Implement the Cultural Infrastructure Investment programme		10%	31-Mar-2022	The Cultural Infrastructure investment programme has progressed. The Paisley Museum Reimagined (PMR) project appointed a main works contractor in May 2021, with a site start in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with Practical Completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start during August 2021 and completion anticipated in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an Advance Works contract planned for Autumn 2021, Main Works during 2022 and completion in January 2023. The Public Realm & Junction improvements project has restarted with roads team leading on the junctions project and will be carefully re-programmed to accommodate project updates and dependencies, with a view to completion of consultation and design processes by the end of 2021.
CESDP21 - 01 - 29	Actively engage with Renfrewshire suppliers to increase opportunities to bid for council contracts and improve opportunities for local job creation		50%	31-Mar-2022	The procurement team are working with the Supplier Development Programme to help achieve this objective. Online events include the national Meet the Buyer event held in July this year and events aimed at Renfrewshire businesses to help them understand procurement in Renfrewshire Council.
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		50%	31-Dec-2021	The review is currently ongoing and an update on the Community Benefits Strategy will be provided to the Finance, Resources and Customer Services Policy Board later in 2021.



Strategic Outcome 2: Building strong, safe and resilient communities

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 02 - 01	Review Local Partnership arrangements and implement recommendations as appropriate		25%	31-Mar-2022	<p>Local Partnerships have continued to operate through the pandemic, In early 2021, Local Partnerships were briefed on the progress of the Community Impact Assessment, particularly the findings of the Public Services Panel by Local Partnership area. In May and June 2021, partnerships met to award grand funding.</p> <p>The planned review of Local Partnerships was put on hold due to officer capacity during the pandemic, however this has now commenced and is scheduled for completion by early Spring.</p>
CESDP21 - 02 - 02	Deliver framework for mainstreaming Participatory Budgeting		75%	31-Mar-2022	<p>Framework has now been developed and will be subject to further engagement with the Corporate Management Team and elected members during late 2021.</p> <p>Additionally, work has continued to develop our local approach to PB, with the launch of a community Investment exercise in partnership with Environment and Infrastructure, the development of options for PB within schools, and a further round of the Celebrating Renfrewshire programme which is currently underway.</p>
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.		50%	31-Mar-2022	<p>Hub support has continued to be provided during 2021. This has shifted to crisis support mainly around issues such as food provision or prescription delivery due to self-isolation.</p> <p>Proposals are being developed to support the next phase of this model as part of the wider Right for Renfrewshire programme.</p>
CESDP21 - 02 - 04	Continue to engage with community groups to support the humanitarian response effort		50%	31-Mar-2022	<p>During 2021, the Partnerships and Inequalities team have continued to engage with local groups and organisations, particularly in relation to the provision of community food and income and energy advice.</p>
CESDP21 - 02 - 05	Seek to proactively engage with communities around Community Benefits		50%	31-Mar-2022	<p>The Procurement Team continue to engage with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19. This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who</p>




Code	Title	Status	Progress	Due Date	Update
					win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.
CESDP21 - 02 - 06	Support the delivery of the key outcomes from the current Local Housing Strategy (LHS) 2016- 2021 and report progress annually		90%	31-Mar-2021	<p>The Local Housing Strategy sets out the strategic vision for housing and housing-related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment. Since the Strategy's approval in 2016, it continues to achieve progress is delivering the 7 Outcomes set out in the Plan.</p> <p>This year we have seen the completion of around 750 private sector homes and over 250 new affordable homes across Renfrewshire. Many of these new homes have been completed in our towns and villages, with an emphasis on targeted investment on regeneration and sustainable sites, creating attractive places and neighbourhoods.</p> <p>There has also been significant investment into existing Council housing stock and stock managed and operated by Housing Associations in Renfrewshire with the aim of delivering high quality, well managed homes that are energy efficient, seeking to reduce fuel poverty.</p> <p>Through the Pandemic advice and assistance continued to be provided to people in housing need in Renfrewshire aiming to prevent homelessness and ensuring that vulnerable people received advice and support.</p>
CESDP21 - 02 - 07	Support the development of the new Local Housing Strategy (LHS) for the next five-year period 2021-2026		50%	31-Mar-2022	<p>As the current Local Housing Strategy is nearing the end of the five years since it was prepared, the preparation of the next Renfrewshire Local Housing Strategy has already begun in earnest with the first stage of consultation and engagement undertaken in early in 2021, with an online questionnaire returning 101 responses. The results of this consultation were reported to the Communities, Housing and Planning Policy Board on 16 March 2021. These responses have been reviewed and feedback is being used to shape and inform the development of a draft Local Housing Strategy.</p> <p>It is anticipated that a draft Local Housing Strategy 2022-2027 will be presented to the Communities, Housing and Planning Policy Board in early 2022. This will be followed by a 12-week period of consultation and engagement with a wide range of stakeholders and partners, including tenants, local communities, housing providers, Health and Social Care Partnership and the Scottish Government.</p> <p>The final Local Housing Strategy 2022-2027 will be presented to the Communities, Housing and Planning Policy Board later in 2022.</p>

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all





Code	Title	Status	Progress	Due Date	Update
CESDP21 - 03 - 01	Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission		25%	31-Mar-2022	<p>The final report of the Alcohol and Drugs Commission was presented to the Council and Community Planning Partnership in December 2020. An update on progress was provided to the Leadership Board on 15 September. 12 projects are currently being supported by the £2m funding allocated by Council to support the work of the commission, with £1.34m of funding allocated to date.</p> <p>This work is being overseen by a programme board chaired by the Chief Executive</p>
CESDP21 - 03 - 02	Work with partners to deliver the Social Renewal Plan's initial action plan		30%	31-Mar-2022	<p>An update on the plan was brought to Leadership Board in June 2021. Following an initial assessment, actions are being progressed by partners as a priority during 2021 specifically relating to:</p> <ul style="list-style-type: none"> • Income, poverty and financial security • Community resilience and capacity • Digital exclusion <p>In September 2021, a range of proposals were approved by the Leadership Board to support fuel and food insecurity over the winter months. This includes the launch of a Community Food Fund, credit union development, a benefits take up campaign and engagement with low income households in partnership with the Poverty Alliance.</p> <p>A Social Renewal Lead Officer post is currently being recruited to coordinate work in this area.</p>
CESDP21 - 03 - 03	Implement Year 4 of the Tackling Poverty Programme funding, and review and refresh the programme in light of COVID-19 impacts		50%	31-Mar-2022	<p>The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021.</p> <p>Through the Social Renewal Plan that was agreed by Council in early 2021, linked work has also been undertaken in terms of developing further supports around food and fuel insecurity, and the provision of advice and support for people affected by redundancy, furlough etc.</p>
CESDP21 - 03 - 04	Work with local equalities led community groups to develop and publish		75%	31-Mar-2022	<p>Following engagement, draft equality outcomes were agreed by Council and published in March 2021. These will be subject to further engagement during 2021 in light of COVID.</p>





Code	Title	Status	Progress	Due Date	Update
	new equality outcomes for Renfrewshire				
CESDP21 - 03 - 05	Develop and publish Local Child Poverty Action Report		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		50%	31-Mar-2022	<p>To date, from June 2020 to August 2021 there have been five 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 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 835 devices secured for service users. A further 1101 devices were awarded to a wide range of Renfrewshire public sector and community based organisation across all phases giving a total of 1936 for the Renfrewshire area.</p>

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

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 04 - 01	Lead and coordinate the process of securing the renewal of Renfrewshire's status as a Fairtrade Zone *		0%	31-Mar-2022	<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.</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 Sub Committee, including the partnership forum, adaptation plan, citizens engagement panel / assembly, and community food growing		30%	31-Mar-2022	<p>Work is currently being progressed to develop a plan for net zero, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019. Support is being commissioned to provide an evidence base for the plan and quantify the carbon saved from a range of proposed interventions.</p> <p>A survey was distributed to Renfrewshire's Public Services Panel and also made available to Renfrewshire's citizens in order to understand the public's knowledge, views and priorities in terms of the climate emergency and also to recruit for Renfrewshire's Climate Panel which is due to have its first session shortly.</p> <p>An initial scoping session of the partnership forum took place in summer with a further meeting due shortly and plans for a survey of Renfrewshire businesses in partnership with the Chamber of Commerce.</p> <p>A Climate Emergency Lead Officer was recently recruited to coordinate this programme of work and they started in post at the end of September.</p>
CESDP21 - 04 - 03	Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.		75%	31-Mar-2022	<p>The Scottish Government Sustainability Test is used for all contracts with a value of greater than £50,000, the output from the Test is included in our contract strategies. For higher value complex contracts there is a strong focus on the delivery of sustainability throughout the whole contract and beyond.</p>

Strategic Outcome 5: Working together to improve outcomes

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 05 - 01	Working with HR and OD, develop the relevant actions in line with the Council's new People Strategy		15%	31-Mar-2022	During 2020/21 the Council began to develop the 'Our People Our Future 2021-2026' – People Strategy which was presented to the Finance, Resources and Customer Services Policy Board in March 2021, replacing the Council's Organisational Development Strategy 2016-2019 and Workforce Plan 2017-2020. Chief Executive's Service will continue to work with HR and OD colleagues throughout 2021 to develop actions which fit the needs and duties of its staff. This includes ensuring a service-wide focus on absence, supporting managers with training, embedding policies, and supporting the health and wellbeing of employees.
CESDP21 - 05 - 02	Supporting our employees' health and wellbeing, better understanding of service needs and resources and planning for the future		50%	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		75%	31-Mar-2022	We have identified all of our strategic critical suppliers and assessed their capacity and contingency planning. Supply chains and any related issues are kept under regular review.
CESDP21 - 05 - 04	Embed the Council's brand values		25%	31-Mar-2022	We continued to support HR & OD to embed our values with the launch of the 'Living Our Values' training for managers and continued support for wellbeing. This included a thank you film from the Chief Executive, Directors, HSCP and RL to staff for their contribution in 20/21.

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 05 - 05	Implement Year 4 of the Council's marketing and communication strategy to support recovery		25%	31-Mar-2022	<p>The marketing and communications strategy for 2021/22 was approved at CMT, and objectives agreed:</p> <ul style="list-style-type: none"> • Strengthen our Council brand and realign Paisley Is • Support local delivery of COVID-19 response and national campaigns • Support delivery of Covid-safe election 2021 process • Support Council (and place) priorities for emerging social, economic, and organisational recovery and renewal • Support our staff through the pandemic <p>The team provided communications support to the Scottish Parliament elections and continued support for the Council's role in the delivery of a safe election process. We continue to provide weekly communications to support staff and general public through the pandemic, including the national COVID-19 vaccination and community testing programme, public health messaging and Scottish Government guidance. Communications were also provided to support the return of schools after Easter 2021, and a thank you film for Council staff to mark their contribution was also published. Support was provided to businesses through promotion of the Young Person's Guarantee and hiring three young people through the Kickstart scheme. Continued promotion for cycle routes, the Big Summer Clean and measures to tackle climate change.</p>
CESDP21 - 05 - 06	Implement the internal communications and engagement strategy to support the Council's social, economic, and organisational recovery		25%	31-Mar-2022	<p>The internal communications team continue to support organisational recovery and transition to new ways of working, surveying staff on the impact of COVID-19 and reporting on insights. The Council website has a newly expanded staff area for news, guidance and frontline accessibility together with a Wellbeing Hub to support health and safety measures and awareness initiatives such as mental health awareness week. The team devised and delivered a new RenTalks programme of virtual learning sessions on Microsoft Teams, developed more people-led content for newsletters and social media and delivered a virtual Leaders Forum session for 150 senior leaders in June 2021.</p>
CESDP21 - 05 - 07	Deliver Part 1 Digital Experience strategy		25%	31-Mar-2022	<p>Through the release of a procurement opportunity on the GOV.UK Digital Marketplace, the Digital Experience team has appointed two digital agencies – Manifesto and FutureGov - to undertake research activities in Part 1 of the Digital Experience programme. These activities, which are currently under way, will lead to a set of recommendations that will define how we implement the Council's vision to consolidate, diversify, and protect our digital experience estate, starting with the development of a new Renfrewshire.gov.uk. The options for Part 2 of the strategy will be presented in November 2021</p>
CESDP21 - 05 - 08	Develop new content strategy		100%	31-Mar-2022	<p>Following the audit of the Council's social media channels in January 2021, a Seven-Day Content Plan was introduced across the Council's Facebook and Twitter channels in Spring</p>
















Code	Title	Status	Progress	Due Date	Update
					2021. Facebook reach increased by 8.8% in May and engaged users rose 80% in May on February's stats. Twitter impressions increased 11.2% in May and engagements increased 67.1% in May on our February stats. The strategy is now being rolled out across all channels. Work is now underway to create a new social media content strategy to Following its success, the plan has now been rolled out across the majority of our social media channels, and a new content strategy is being developed to respond to the audience insights gathered through the Audit and Review.



















Chief Executive's Service Development Plan 2021-2022 PI Scorecard






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

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
DHS.EMP.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				924	1,100	226	275	<p>The Employability Service has been delivering a reduced service due to the current working conditions, but numbers are increasing steadily.</p> <p>In addition to the numbers of people registering for the Invest Programme the team are also dealing with several hundred other young people for the Kickstart Programme which is not captured within this indicator as it stands. The majority of these young people are shorter term unemployed and do not require the full Invest support. Over 450 Kickstart places had been approved by the DWP for the Renfrewshire Council bid with 120 young people already started in post and no longer claiming benefits, and 110 currently in the process of being recruited for.</p>
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council				170	180	Not measured for Quarters		<p>These numbers are lower than expected – this is due to the job losses and business disruption as a result of COVID-19. In addition, business closures/ home working etc. has meant that (in many cases) information has not been returned / follow up as not been possible and in other cases jobs have been lost.</p>













	Employability Programme (INVEST)								
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme				289	350	Not measured for Quarters		289 unemployed people were moved into work during 2020-21 through the Council employability programme. This was considerably less than usual due to the pandemic, however as noted above, there is a wide programme of support in terms of employability and the local economy within the context of the pandemic.
DHS.EMP.08	Number of new business start-ups in Renfrewshire with Business Gateway support				86	310	80	80	The Start Up figures are improving on last year however the Business Team were still working on the COVID-19 grants for some of Quarter 1 and so were not full time on the BG start up work.
CE.SDP21.BusSup	Number of businesses applied for support relating to COVID-19 funding schemes				New indicator	Data only	3728	Data only	3728 businesses applied for COVID-19 funding schemes; the breakdown is outlined in the indicator below.
CE.SDP21.Grants	Amount of grants and loans approved to businesses in relation to COVID-19 funding schemes (£)				New indicator	Data only	£14,703,500	Data only	The breakdown of these grants is as follows: Taxi driver £1,515,000 Taxi Operator £604,000 Discretionary Fund £2,749,000 SFBS £9,835,500 Which gives a total of £14,703,500
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				7,285	Data only	5,985	Data only	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of June 2021. Of this figure, claimants aged 18-24 years = 1,060 Claimants aged 50+ years = 1,565 This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits so doesn't count all unemployed people in the area







DHS.WORKPOP	Percentage of Renfrewshire population working age (16-64)				64.2%	Data only	Not measured for Quarters		Source: ONS Population estimates
DHS.CP.RR01	Number of properties on Buildings at Risk Register				30	42	30	30	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 30 Renfrewshire properties, a reduction of two since the start of 2020.
DHS.VDL.01	Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment				*	20	Not measured for Quarters		*There has been a delay in providing this data due to the impact of COVID-19 on carrying out the audits within the usual timeline. The audits have now been carried out and the data is being verified.
CE.SDP21.Events1	Number of people participating in the events programme, digitally or in person				New indicator		200	75	Q1 events, Paisley Food and Drink Festival and Renfrew Gala day had 200 participation opportunities. In the food and drink festival workshops for pakora making and gin tasting experiences as well as cookery demonstrations and workshops on food sustainability and food poverty. Families were able to learn how to make low-cost nutritional family meals and received food donations through EBI Unites and Bridgewater Housing Association. Renfrew Gala day programming featured a series of Renfrew on Film screenings and a walking challenge for residents to explore areas of the town. This is a new indicator with an annual target of 300, and the baseline position for 2020 was 150.
CE.SDP21.Events2	Number of people performing in the events programme, digital or live performance				New indicator		50	25	Performance opportunities in the Q1 programme came primarily from the Food and Drink Festival programme with live music being delivered in both the opening and closing evenings of the programme and poetry and film production by young producing group Art Boss. This is a new indicator with an annual target of 100, and the baseline position for 2020 was 50.
CE.SDP21.Events3	Number of volunteers supporting the				New indicator		3	3.75	Q1 events included the Paisley Food and Drink Festival and Renfrew Gala Day, both of which were delivered as online events, provided volunteering opportunities for three people. The 3 volunteers spent 48 hours on photography, videography, blog writing and research. The work of the

	development and delivery of the events							volunteers supported the delivery of local groups, who would have been otherwise unable to take part in a digital event, the opportunity to deliver online video workshops and tutorials. This is a new indicator with an annual target of 15.
CE.SDP21.Events4	Number of people viewing or attending the events programme	✅	▬	▬	New indicator	18,300	16,250	Two events took place in Q1 and were delivered digitally. Over 17,000 people tuned in to watch the wide-ranging Food and Drink festival programme, including live cookery demos, cooking and bake along family sessions, interactive cocktail making, crafts and live music. Renfrew Gala day was delivered online as a showcase to Renfrew and featured local businesses, groups, films and blogs on the history of the town. The British Pipeband Championships had to be cancelled due to ongoing COVID-19 restrictions, impacting on attendance/viewing numbers. This is a new indicator with an annual target of 65,000, reflecting the restrictions on large scale outdoor events in Q1 and 2.
CE.SDP21.FundIT	Fundraising Income Target	⚠️	▬	▬	New indicator	100,000	125,000	The annual target of £1m was reduced to £500,000 in 21/22 to reflect our pausing of the HNWI campaign and postponing a corporate campaign due to the impact of COVID-19 on fundraising. Instead, Q1 fundraising activity focused on Trust and Foundation applications only. 3 applications were made with decisions expected in Autumn 2021. 1 application was approved in summer 2021.
CE.SDP21.PaisMus	Paisley Museum PR target (OTSH)	✅	⬆️	▬	New indicator	3,300,000	5.5m (annual target)	Q1 PR performance was very strong due to national interest features. This included the main works contract which attracted national and trade PR, and the anniversary of 150 th Paisley Museum and #ShowUsYourPaisley campaign which had UK-wide media reach. 47 media articles were achieved with a PR value of £235,328. This is a new indicator with an annual target of 5.5 million, and the baseline for 2020 was 4 million.







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	19,200,000	30,000,000	<p>Visitor and events PR and marketing continued to be restricted in the first quarter of the year, as Renfrewshire moved through ScotGov restriction levels. This meant the usual annual event marketing to support Paisley Food Festival was significantly reduced (digital event) and no national marketing took place to support the British Pipe Band Championships (cancelled). The 2021 spring/summer visitor campaign (regional and digital marketing) was replaced with a local campaign to promote outdoors attractions and spend local. Regional & national visitor marketing will re-start in line with the easing of COVID-19 restrictions on travel.</p> <p>The annual target was revised to 120m (year 1 destination marketing target), to reflect the impact of ScotGov restrictions on visitor and event marketing.</p>
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Service Outcome Strategic Outcome 2: Building strong, safe and resilient communities











Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
HPSIP01	Affordable housing completions				250	200	Not measured for Quarters		<p>The Local Housing Strategy sets out Renfrewshire's Housing Supply target for 1,000 new affordable homes over the five-year period 2016-2021. This target equates to an annual indicative target of 200 completions. However, it is not expected to see completions evenly distributed across the five-year period in practice and targets are set based on the programme. The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire.</p> <p>Despite the Pandemic, the Council along with the Housing Associations active in Renfrewshire and the Scottish Government have worked in partnership to continue to deliver affordable housing across Renfrewshire with completions above the target set.</p>
SOA10.10a	Private housing completions				751	500	Not measured for Quarters		Targets have been met largely by success at Dargavel Village in completing a range of homes.
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	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.
CE.SDP21.%LONELY	Percentage of respondents who have felt lonely some, all or most of the time				47%	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.













CE.SDP21.%NHIMP	Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood				49%	Data only	Not measured for Quarters	This figure comes from Renfrewshire's Public Services Panel (December 2020).
CE.SDP21.%NHKIND	Percentage of respondents who agree this is a neighbourhood where people are kind to each other				72%	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%.

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




Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
CE.SDP21.NHubref	Number of referrals supported by the Neighbourhood Hub teams				New indicator		75	Data only	The 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. As COVID-19 rates have risen over the summer, referrals to the Hubs have also risen throughout Q2.
CPP.INCOMETP	Income maximised in Tackling Poverty projects				758,675.49	Data only	340,662.49	Data only	The amount of income maximised was less at the beginning of the year as advice services switched channels from predominantly face to face to predominantly telephone or online. Once things normalised and new styles of service provision became better known, income max increased. In addition, throughout the year as unemployment has increased and furlough has reduced income, more clients are coming forward.

Service Outcome Strategic Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
PT.DS.PPF.CMT.06	Application Approval Rate				96.9%	Data only	*	Data only	* This indicator is verified by the Scottish Government bi-annually, therefore Q1 data is not yet available. Q1 and Q2 data will be submitted to the Scottish Government in October 2021. It is anticipated that the data analysis will be returned by the end of November 2021.
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder)				6.9	8	*	8	* This indicator is verified by the Scottish Government bi-annually, therefore Q1 data is not yet available. Q1 and Q2 data will be submitted to the Scottish Government in October 2021. It is anticipated that the data analysis will be returned by the end of November 2021.
PT.DS.PPF.CMT.07	Percentage of applications dealt with under delegated authority				98.1%	Data only	97.9%	Data only	This varies year on year depending the types of applications that are submitted.
DHS.BSTAN.1a	Time to issue a building warrant or amendment to warrant from receipt of application (days)				96.9	60.0	103.3	60.0	A new software system was introduced in April 2021. The system is still settling down however it is expected to assist in enhancing the performance of the team. In addition, it should be noted that as a result of a significant backlog of applications the team have been undertaking a period of overtime, while four new Assistant Surveyors are due to take up post in the coming months which will assist in improving performance.
DHS.BSTAN.1b	Time to issue a first report (95% issued within 20 days)				50.8	95.0	28.2	95.0	A new software system was introduced in April 2021. The system is still settling down however it is expected to assist in enhancing the performance of the team.

									In addition, it should be noted that as a result of a significant backlog of applications the team have been undertaking a period of overtime, while four new Assistant Surveyors are due to take up post in the coming months which will assist in improving performance.
DHS.BSTAN.1c	Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information				47.3	90.0	55.4	90.0	A new software system was introduced in April 2021. The system is still settling down however it is expected to assist in enhancing the performance of the team. In addition, it should be noted that as a result of a significant backlog of applications the team have been undertaking a period of overtime, while four new Assistant Surveyors are due to take up post in the coming months which will assist in improving performance.
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				93%	100%	95%	100%	31 single departmental requests were received in Q1, an increase of 18 compared to Q1 2020/21. Due to the complex nature of the requests, 3 responses were issued late.
CE.SDP21.%FRComp	% of frontline response complaints responded to within timescales agreed with customer (Chief Executive's)				63%	100%	57%	100%	In Q1 the Chief Executive's Service received 7 Frontline complaints, 4 were completed within timescales. On reviewing the 3 complaints which were not responded to in time, in 2 of the 3 cases these were responded to in less than 10 days and the remaining complaint took 14 days to respond to. In future, complaints of this nature should be escalated to investigation given the complexity of the complaint and the resource required to resolve them.
CE153	% of investigation complaints responded to within timescales agreed				100%	100%	100%	100%	In Q1 the Chief Executive's Service received 1 investigation complaints which was completed within timescale.

	with customer (Chief Executive's)								
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	✓	↑	↑	5.56	6.5	0.96	1.3	Q1 figure includes COVID-19 related absence at 0.96 work days lost and is below the target of 1.3
CE.SDP21.IntComs	% of staff who feel that the information they receive from internal communications is helpful	✓	▬	▬	New indicator		85%	75%	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.
CE.SDP21.RCWeb1	Number of total users to Council website	✓	▬	▬	New indicator		347,640	1,177,200 (annual target)	COVID-19 information has a significant impact on the Council website traffic. Number of users decreased 13.7% in Q1 21/22 compared to Q1 20/21. This is explained by a reduction of visits to our COVID-19 section due to Council services being less disrupted, including schools, and a stabilisation of restrictions. However, number of total users for all normal service sections are increasing on pre-pandemic levels (estimated 5% per year).
CE.SDP21.RCWeb2	Number of new users visiting the Council website	▬	▬	▬	New indicator		*see note	*see note	*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.DIGCHANNELS	Number of people engaging with the Council's digital channels (not including website).	✓	↑	↑	55,130	54,400	57,915	54,000	Our social media accounts had a combined following of 57,915 people in June 2021. This represents an increase of 2,785 on our 2020/21 value for the same period. Our accounts with the largest followings during this period were Twitter (28,428) and Facebook (26,032).

CEX.OTSH.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				77,513,670	120,000,000	84,208,049	30,000,000	Overall OTSH has increased compared to 20/21 due to coverage returning to normal due to the pandemic recovery. The significant increase in Q1 relates to updated reach figures (provided by Kantar) for the Daily Record website. This increased from 116,384 to 1,386,667. Renfrewshire Council had 99 positive articles on the Daily Record website in Q1.
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To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Environment & Infrastructure

Heading: Environment & Infrastructure Service Delivery Plan 2021/22: Mid-Year Monitoring Report

1. Summary

1.1 As a direct result of the pandemic and the focus on crisis response and recovery, alternative service planning arrangements are in place for 2021/22. Rather than Service Improvement Plans, each Director submitted a Service Delivery Plan covering a 12 month period. These plans set out the priorities for each service area as it continued to deliver a crisis response where required but also began to build back services and support the council's recovery and renewal agenda. The Environment & Infrastructure Service Delivery Plan was approved by this Board on 24 March 2021.

1.2 This report contains details of Environment & Infrastructure's performance over the period 1 April 2021 to 30 September 2021. The main purpose of the report is to provide:

- Details of the key achievements of the service
- A progress update on implementing the action plan
- Details of how the work of the service contributes to the priorities set out in the Council Plan
- An assessment of performance in relation to the service scorecard of core performance indicators
- An overview of priorities for the service over the next six months

1.3 The action plan is the core of the Service Delivery Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service are measured. Despite the challenges of maintaining services throughout different stages of restrictions, Environment & Infrastructure continued to deliver on its priorities and achievements over the last six months include:

1.3.1 Climate Change

The service has continued to play an active role in the Cross-Party Working Group and already delivers a number of programmes to help mitigate climate change including the development of the electric vehicle charging infrastructure across Renfrewshire.

1.3.2 CO₂ Monitoring

The service has been working closely with colleagues from Health & Safety to introduce CO₂ monitoring in schools and early learning centres across Renfrewshire. This is in line with new Scottish Government guidelines to improve the air quality and ventilation in teaching spaces to assist in the reduction of the spread of the Covid-19 virus.

1.3.3 PPE Hub

Building Services is now fully operational and managing the Renfrewshire HSCP distribution hub for PPE at Unit 5 in Underwood Road. In partnership with HSCP we are now servicing over 100 care facility properties per week, and in addition we are now supplying Lateral Flow test kits to care homes.

1.3.4 Remodelled Soft FM service

The remodelled Soft FM service has now been fully integrated into schools and Early Learning Centres. Training plans have been delivered to ensure that all employees have the skills and knowledge to enable them to carry out their new roles.

1.3.5 Safety & Cleanliness within Schools

The service continues to work closely with Children's Services and Health and Safety to ensure that it provides a safe and clean environment for pupils and staff in all educational establishments.

1.3.6 Universal Free School Meal Provision

The service successfully extended Universal Free School Meal Provision to all primary 4 pupils from August 2021.

1.3.7 Community Meals'

Soft FM continues to support the continued delivery of the Community Meals'

service. This service continues to support around 500 vulnerable residents on a daily basis.

1.3.8 Nutritional Requirements for Food and Drink in Schools

The Soft FM service has prepared school meal menus which meet these new guidelines, which are aligned more closely to the Scottish Government's Scottish Dietary Goals and are centred around four key themes to make school meals even healthier.

1.3.9 Employment and Training Opportunities

The service has provided employment and training opportunities to a number of young people with 7 apprenticeships commencing this year.

1.3.10 Staff Development

Soft FM has been working closely with the British Institute of Cleaning Science (BICS) to develop a training plan to roll-out a nationally recognised qualification for cleaning staff across all areas of the service. The service now has trained assessors and internal train-the-trainers who continue to deliver this training to frontline staff.

1.3.12 Awards

Facilities Management was shortlisted as finalists in the 2021 APSE Service Awards in the category of Best Community and Neighbourhood initiative for the COVID-19 Support Hubs.

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

2. Recommendations

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

- 2.1 Notes the progress made by Environment & Infrastructure on actions and performance indicators as detailed in Appendix 1 and as specific to the areas of activity delegated to this Policy Board;
- 2.2 Notes that this report will also be provided to the Infrastructure, Land and Environment Policy Board for the elements covered within that Board's remit.
- 2.3 Agrees that an out-turn report in respect of areas of activity delegated to this Policy Board be provided to this Board in Spring 2022.

3. Background

- 3.1 The operating context for services continued to be challenging throughout the first half of 2021/22. Environment & Infrastructure services has continued to operate throughout all periods of restriction delivering critical front-line services and adapting ways of working to support positive outcomes for our communities and local businesses.
- 3.2 The Service Delivery Plan is a statement of the outcomes the service aims to deliver and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.3 The Service Delivery Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendix to the plan contains an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2020-21 plan.
- 3.4 An outturn report will be brought before Board in mid-2022.

4. SERVICE UPDATE

Role of Environment & Infrastructure and Key Service Activities

- 4.1 The principal role and purpose of Environment & Infrastructure as delegated to this Board is to provide:
- **Facilities Management - Hard & Soft Services:** includes janitorial, cleaning, catering, school crossing patrollers, repairs, maintenance and compliance in schools and public buildings, Building Services operations
- 4.2 The main achievements of the service over the first 6 months of the plan that are of relevance to the remit of this Policy Board are provided in Appendix 1 which provides a summary of progress achieved over the period April to September 2021. The Appendix highlights areas where advances have been made and gives clear targets for completing actions that have been reviewed or delayed.

5 Progress against service scorecard

- 5.1 The performance scorecard contains 12 indicators. Of the 12 indicators, 3 are performing on or above target, 6 are slightly short of target and will require monitoring and 3 are below target.
- 5.2 The full performance scorecard is included as part of Appendix 1 of this report.

Areas of good performance

- 5.3 Some examples of good performance with specific relevance to this Policy Board include:
- 100% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
 - Average length of time taken to complete non-emergency repairs, and
 - Environment & Infrastructure received 2,062 front line resolutions in the first quarter of 2021/22, of which 1,749 (85%) were responded to within timescale

Areas where actions have been reviewed or delayed

- 5.4 All actions have been progressing in line with anticipated timescales.

5.5 Areas requiring improvement or review

- Four indicators were below target:
Uptake of free school meals in primary schools at 47.2% was below the target of 75%
- Environment & Infrastructure recorded an overall absence rate, for the first quarter of 2021/22, of 4.01 days lost per FTE employee, above the quarterly target of 3.5. Officers from the service monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work
- The number of complaint investigations dealt with within timescale are below the 95% target:

Environment & Infrastructure received 4,184 front line resolutions in the first six months of 2021/22, of which 3,333 (80%) were responded to within timescale. In the first two quarters of 2021/22 the service dealt with

468 complaint investigations, 217 (46%) of which were dealt with within the agreed timescale. Performance improved between quarter 1 and quarter 2.

The performance related predominately to challenges experienced by the waste service over the spring and early summer.

To give members assurance with increased management resilience, no supply issues and an overall change in the process of managing enquires the enquiry and complaints performance for quarter 3 is in line with the performance indicator targets set.

6. Priorities over the Next Six Months

6.1 COVID-19 Recovery & Service Pressures

Environment and Infrastructure's key services continue to operate within Covid-19 restrictions. Within frontline operational services there has been significant pressure on resources, with self-isolation and annual leave stretching the resilience of services.

It is likely that similar challenges will be experienced as we enter the winter period. The Service will continue to focus on ongoing COVID-19 recovery activities while remaining flexible and adaptable to manage change and adjust services accordingly.

Housing Repairs/Building Services

A range of demand pressures have arisen as restrictions have been eased, and services have been able to restart in line with Scottish Government guidance. A key area has the delivery of non-urgent building repairs, voids and adaptations, where activity was restricted during 2020 and into early 2021.

Due to the UK market position for materials, lack of skilled labour and high demand there is a risk that some of the works that Building Services carry out may not be able to be carried out or completed within the timescales previously given. However, the service is working to ensure it secures as many supplies as possible and find alternative products where required.

Soft FM

Recruitment has become a particular issue for the service, in line with national staff shortages. The service will continue to work closely with the Economic Development to create a bespoke Soft Facilities Management trainee scheme through the Government's Kickstart funding stream.

6.2 Climate Change

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 cross party working group to explore options for action. Environment & Infrastructure will continue play an active role in the Cross-Party Working Group and already delivers a number of programmes to help mitigate climate change.

6.3 Right for Renfrewshire

Facilities Management has been part of the Right for Renfrewshire programme from Phase One. The service has already delivered some of the identified savings and is working towards the balance.

6.4 Universal Free School Meal Provision (UFSM)

Extend UFSM to all pupils in primary 5 from January 2022 and for primary 6, and 7 pupils from August 2022.

6.5 People Strategy

Implement the Council's "Our People, Our Future", a new People Strategy. This five year plan will focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

6.6 Responsiveness to Complaints

The new complaints system has changed the way officers respond to elected members and public enquiries. A future area of focus is to develop a more robust approach to managing the actions arising from enquiries and complaints. This will be supported by the development of tailored management reports to monitor the process.

6.6 Use of Data and 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.

Implications of the Report

1. **Financial** – The report highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – The Service Delivery Plan links closely with the Council's People's Strategy for Environment & Infrastructure, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community & Council Planning**

Reshaping our place, our economy and our future – The service is also contributing towards: leading on the works to improve the transport infrastructure in Paisley Town Centre maintaining and improving strategic road, rail and transport connections; and supporting the Glasgow City Region/City Deal.

Tackling inequality, ensuring opportunities for all – the service provides employment and training opportunities for identified groups of young people in Renfrewshire

Creating a sustainable Renfrewshire for all to enjoy – The service leads on the Environment and Place agenda, promotes and encourages waste minimisation through reducing, reusing and recycling, and increasing the use of alternative fuels in the Council fleet. It also works in partnership with the community to make Renfrewshire a cleaner place to live, visit or do business.

Working together to improve outcomes – the service is committed to the delivery of workforce integration and make better use of the Council's assets.

4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – The Service Improvement Plan supports the roll out of the Enterprise Resource Planning System.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of

the assessment will be published on the Council's website. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.






8. **Health & Safety** – The Service Improvement Plan supports Environment & Infrastructure's commitment to ensuring effective Health & Safety management.
9. **Procurement** – None.
10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Environment & Infrastructure Risk Register.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** – Not applicable
13. **Climate Risk** – The performance outlined within the report will continue to contribute to positive climate change.

List of Background Papers: None

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Environment & Infrastructure Service Delivery Plan 2021-2022

Six Monthly 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	Continuing to deliver repairs and emergency out of hours repair service to 12,200 Council housing properties within Renfrewshire		<div><div>50%</div></div>	31-Mar-2022	The volume of non-emergency repairs undertaken by Building Services was restricted due to the Scottish Government Guidelines which halted all non-emergency work for the majority of the 2020/21. The service has continued to carry out all emergency works across all trades throughout the first six months of 2021/22. However, in the instance of gas servicing there were issues due to self-isolating and COVID-19 positive notifications from tenants, and a higher number than normal have gone beyond their anniversary date. The gas servicing catch-up programme has worked







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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>well with households now having full compliance for their gas appliances.</p> <p>The general repairs service are working their way through the 18 months of non-emergency repairs and are actively working with our Housing colleagues to manage down the number of outstanding repairs. This work is on going taking into account the current resources available.</p>
02	Continuing to deliver repairs and compliance services to all public buildings in Renfrewshire including schools		<div><div>50%</div></div>	31-Mar-2022	<p>The volume of repairs undertaken by both Building Services and our specialist external providers was restricted due to the Scottish Government Guidelines which halted all non-emergency work for the majority of the 2020/21. The service has continued to organise all emergency works during the financial year 20/21 and 21/22. However, there has been an impact with specialist external providers on furlough and a number of Compliance checks have gone beyond their anniversary date. A catch-up programme is underway and prioritised based on the reopening schedule across the Council Estate.</p>





Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future	Performance Indicators
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Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2019/20		2020/21		Q1	Q2	2021/22	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	% of reported street lighting faults which were attended within the 7-day timescale				99.4%	95%	98%	95%	100%		95%	100% were attended within the 7 day period against a target of 95%.
02	% of Overall repairs completed within time by building services				94.6%	95%	95%	95%	94%	Not yet available	95%	<p>In the first quarter of 2021/22 the figure for repairs completed on target was 94% which is below the target of 95%.</p> <p>The target value was missed mainly due to the clear up exercise undertaken by Building Services to maximise the number of jobs that were recharged at the end of the financial year in April 2021.</p> <p>COVID still has an impact on the jobs that can be undertaken as the service continues to work within the Scottish Government legislation.</p>
03	% of compliance tasks undertaken per year				New indicator 20/21		76.85%	90%	86%	Not yet available	90%	In the first quarter of 2021/20 the figure for compliance tasks undertaken was 98% which is above the annual target of 90%.

04	% of reactive repairs carried out in the last year completed right first time				82.6%	90%	85.1%	93%	Not measured for Quarters			
05	average length of time taken to complete non-emergency repairs				New indicator 20/21		10.7	15	8	15		<p>Quarter 1 still reflected volume issues surrounding release from lockdown, with a limited number of jobs, 2,800 undertaken.</p> <p>As business operation returned, the volume of works increased in quarter 2, to 7,400.</p> <p>COVID deferments and reopening of more facilities have impacted on the performance. There is now a significant issue with material supply.</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		<div><div>100%</div></div>	31-Mar-2022	New school menus were introduced at the beginning of term in August 2021, in line with the new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020. These menus have been analysed to ensure all nutritional and dietary guidelines have been met.
02	Support the expansion of free school meals to all primary schools		<div><div>50%</div></div>	August 2022	The expansion of the Universal Free School Meal entitlement to primary 4 pupils commenced in August 2021. The Soft FM service has been delivering these additional free meals across the school estate. Planning work is underway to prepare for the roll-out of the service to primary 5 pupils in January 2022 and to primary 6 & 7 pupils and all ASN pupils by August 2022. Surveys are being carried out in schools to plan for the required capital works to ensure schools are equipped for this new service delivery and plans are being developed for the revised staffing arrangements which will require to be introduced for the delivery of the service.
03	Support the delivery of the 1140 hours early years provision		<div><div>100%</div></div>	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		<div><div>50%</div></div>	31-Mar-2022	The Soft FM service has appointed a new officer leading on menus and nutrition who will lead on menu development. Now that Covid-19 rules have







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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
	development of school meal menus, COVID-19 guidelines permitting				been relaxed, engagement and consultation events in schools are being planned for the coming months, to provide opportunities for pupils and parents to participate in menu development.
05	Provide employment and training opportunities for identified groups of young people in Renfrewshire		<div><div>50%</div></div>	31-Mar-2022	<p>Building Services working in partnership with Housing Services have been recruiting new youth apprentices. 7 youth apprentices been offered positions: 3 Painters, 2 Electricians and 2 Plumbers.</p> <p>We are very pleased to be in a position to offer these apprenticeship opportunities within Renfrewshire. This builds on our existing complement of apprentices.</p> <p>Soft FM are in the process of working to employ 3 Modern Apprentices within the service.</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		<div><div>50%</div></div>	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.







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

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2019/20		2020/21		Q1	Q2	2021/22	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	% uptake of free school meals in primary schools				61%	75%	47.2% %	75%	53.4 %	Not yet available	75%	<p>The percentage uptake for quarter 1 in 2021/22 was 53.4% which was an improvement on the annual performance in 2020/21.</p> <p>A new approach for gathering school meal uptake is being developed in conjunction with Parent Pay.</p>
02	% uptake of free school meals in secondary schools				48.4%	75%	49.6%	49%	46.3 %	Not yet available	49%	<p>The percentage uptake for quarter 1 in 2021/22 was 46.3% which was slightly down on the annual performance in 2020/21 of 49.6%.</p> <p>A new approach for gathering school meal uptake is being developed in conjunction with Parent Pay.</p>





**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		<div><div>50%</div></div>	31-Mar-2021	Environment & Infrastructure Services and officers from HR & Organisational Development continue to meet regularly to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.
02	Implement the Council's People's Strategy		<div><div>50%</div></div>	31-Mar-2022	Facilities Management is working towards implementing a strategy to ensure that the People's Strategy is embedded within the service for all employees.
03	Active participation in Council's Right for Renfrewshire Transformational Programme		<div><div>50%</div></div>	31-Mar-2022	Facilities Management has been part of the Right for Renfrewshire programme from Phase One. The service has already delivered some of the identified savings and is working towards the balance.
04	Better use of data and technology to improve services performance and delivery		<div><div>50%</div></div>	31-Mar-2022	The data analytics SharePoint site continues to be developed and rolled out across the service. This provides performance and management data dashboards to support service improvement.
05	Provide an integrated FM service across the Council for public building and housing repairs and compliance		<div><div>50%</div></div>	31-Mar-2022	Soft FM underwent a remodel across the service within schools during 2020/21. A further review across the other service areas is underway and will focus on ensuring an integrated FM service is achieved across the Council.
06	Support the Council to implement the Business World system		<div><div>50%</div></div>	31-Mar-2022	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World. During the first half of


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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					2021/22 the service moved its absence reporting onto Business World.
07	Embed new approaches to staff communication and engagement across all areas of the service		<div><div>50%</div></div>	31-Mar-2022	The service's staff panel and newsletter is still being impacted by the COVID-19 restrictions and guidelines. Staff have kept up to date through the Staff Weekly news and letters which have been the main vehicles for communicating with staff during the pandemic.
08	Ensure robust and up to date business continuity arrangements are in place		<div><div>50%</div></div>	31-Mar-2022	The service's Resilience Management Team continue to hold meetings chaired by Head of Operations and Infrastructure to review recent incidents and lessons learned, business continuity exercises and any training required.
09	Review and maintain continuous improvement frameworks		<div><div>50%</div></div>	31-Mar-2022	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.
10	Review Health & Safety and Risk Assessments in line with COVID-19 requirements		<div><div>50%</div></div>	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.










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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
11	Ensure robust financial monitoring is in place to support the COVID-19 recovery		<div><div>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	Short Term Trend	Long Term Trend	2019/20		2020/21		Q1	Q2	2021/22	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)				16.5	13.7	17.02	13.7	4.01	Not yet available	13.7	The absence performance for the first quarter of 2021/22 was 4.01 days lost per FTE employee and was above the Q1 target of 3.50. Officers from the service monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.
02	% of members enquiries completed within timescale by Environment & Infrastructure				85%	85%	86.4%	85%	80%	Not yet available	85%	Environment & Infrastructure received 1,187 members enquiries in the first quarter of 2021/22, of which 946 (79%) were responded to within timescale.
03	% of FOI requests completed within timescale by Environment & Infrastructure				96%	100%	97%	100%	99%	Not yet available	100%	Environment & Infrastructure dealt with 101 Freedom of Information requests in the first quarter of 2021/22, of which 93 (99%) were responded to within timescale. 38 of these requests were cross departmental and 63 were departmental.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2019/20		2020/21		Q1	Q2	2021/22	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
04	% of front line resolutions dealt with within timescale by Environment & Infrastructure				85%	100%	75%	100%	85%	Not yet available	85%	Environment & Infrastructure received 4,184 front line resolutions in the first six months of 2021/22, of which 3,333 (80%) were responded to within timescale. In the first two quarters of 2021/22 the service dealt with 468 complaint investigations, 217 (46%) of which were dealt with within the agreed timescale. Performance improved between quarter 1 and quarter 2.
05	% of complaint investigations completed within timescale by Environment & Infrastructure				85%	95%	58%	95%	31%	Not yet available	95%	<p>The performance related predominately to challenges experienced by the waste service over the spring and early summer.</p> <p>To give members assurance with increased management resilience, no supply issues and an overall change in the process of managing enquires the enquiry and complaints performance for quarter 3 is in line with the performance indicator targets set.</p>



To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Director of Finance and Resources

**Heading: Finance and Resources Service - Service Delivery Plan 2021/22
Mid-Year Monitoring Report**

1. Summary

- 1.1. As a direct result of the pandemic and the focus on crisis response and recovery, alternative service planning arrangements are in place for 2021/22. Rather than Service Improvement Plans, each Director submitted a Service Delivery Plan covering a 12 month period. These plans set out the priorities for each service area as it continued to deliver a crisis response where required but also began to build back services and support the council's recovery and renewal agenda. The Finance and Resources Service, Service Delivery Plan was approved by this Board on 31 March 2021.
- 1.2. This report contains details of Finance and Resources Service performance over the period 1 April 2021 to 30 September 2021. The main purpose of the report is to provide:
 - details of the key achievements of the service over the period;
 - a progress update on implementing the action plan linked to the 2021-22 Service Delivery Plan;
 - an assessment of performance in relation to the service scorecard of core performance indicators; and
 - an overview of priorities for the service over the next six months.
- 1.3 The action plan is the core of the Service Delivery Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service are measured. Despite the challenges of maintaining services throughout different stages of restrictions, Finance and Resources Service continued to deliver on its priorities and achievements over the last six months include:

- Reopened our Customer Service Centre for face-to-face customer contact in line with public health restrictions;
- Continued to exceed targets for processing customer claims for benefits and grants;
- Continued to expand the range of services which can be delivered online, allowing customers to access these outwith standard council operating hours;
- Supporting the expansion of early learning and childcare to 1140 hours through the delivery of building works and support staff;
- Fully implementing the new Pay and Grading Structure for Local Government Employees;
- Successfully managed Renfrewshire's election activity for the May 2021 Scottish Parliamentary elections;
- Fully restored our billing and collection activities following the pandemic;
- Begun delivery of new training as part of the Digital Skills workstream, aimed at upskilling staff who have identified this as a development need;
- Used technology to allow elected members to participate in 'hybrid' meetings with attendance blended between in-person and online;
- Adapted staff training programmes to reflect the impact of the pandemic on working practices and on wellbeing.

2. Recommendations

2.1 It is recommended that the Board note:

- a) the contents of this report; and
- b) the achievements of Finance and Resources Service during 2020/21

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 As set out within Section 1 of this report, the service improvement planning process has been adapted this year to reflect the significantly different context in which services are now operating due to the COVID-19 pandemic. The varying restrictions in place over the past 18 months are continuing to impact on the ability of services to operate in the same way, and new services are being delivered in response to the pandemic.

Services have therefore developed interim Service Delivery Plans in place of the Service Improvement Plans, with a greater focus on the next 12 months and on work being undertaken to respond and recover from the impacts of the pandemic, in addition to ongoing work to progress the key priorities of the service and the organisation overall.

- 3.4 The Service Delivery Plan is an important mechanism by which elected members scrutinise the work of the Finance and Resources Service and consider and set policy direction as necessary. Importantly, the Service Delivery 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 its objectives. Section 7 of the attached Service Delivery Plan details the specific actions the service will progress in order to support the Council's immediate priorities and future direction
- 3.5 The Finance and Resources Service was reconfigured in 2015 and the service contributed significantly to the success of the Council over this period, underpinning the stability of the organisation and supporting the Council to deliver on its wider outward facing strategic objectives. 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. This work is planned to commence in the second half of this year as part of Right For Renfrewshire and a further update will be included in the Outturn Report of this plan.

4. Service Update and Key Achievements April-September 2021

- 4.1 The service has continued to operate throughout all periods of restriction delivering critical front-line services and adapting ways of working to support positive outcomes for service users. Over the last 6 months, the focus for Finance and Resources Service has included understanding and addressing the impact of COVID-19, with a strong focus on recovery. Across the service, and the Council, we will have, and continued to, work to stabilise and support services and the wider Renfrewshire community as we move through the new national recovery route map and associated changes to restrictions. Specific highlights that the service has delivered on since April 2021 are provided below.
- 4.2 The Scottish Parliament elections were held on 6 May 2021. These were conducted with the additional logistic challenges arising from the pandemic. In common with other Scottish local authorities, Renfrewshire operated different ways of working in order to ensure that the utmost level of security and scrutiny was maintained without any compromise on health and safety matters. The election was successfully conducted and the service is now making preparations for the local government elections due in 2022.
- 4.3 Digital transformation of customer-facing services will continue to be a priority. Public health restrictions created new demand from customers for online access to services and the council was able to implement a rapid transfer from in-person to online for a wide range of services. The service will continue to build on this success and deliver online services that are simple to use and efficient.

At the same time, work will continue on the associated action plans including those focused on digital inclusion.

- 4.4 The council's pay and grading structure was redesigned for the employee group with effect from 1 April 2021. It consolidated the Scottish Local Government Living Wage into the council's pay structure for local government employees as the minimum hourly rate of pay; restored the pay differentials between grades within the pay structure that have been eroded by recent increases in the level of the Living Wage; and removed all overlaps from the pay scales of adjacent grades in the structure, in accordance with best practice. #
- 4.5 The People and Organisational Development team launched the 'Our People, Our Future' strategy in spring 2021. This is a five-year strategy covering organisational development and workforce planning. The initial focus of the strategy has been on supporting smarter working and employee wellbeing, in recognition of the changes to many people's working environment during and post-pandemic.
- 4.6 Finance & Resources have been critical to the remobilisation of services and to the phased return of staff to Renfrewshire House (including the reopening of the Customer Service Centre for in-person appointments).

5. Areas where actions have been delayed or cancelled

- 5.1 The full implementation of Tranche 1 of the Right for Renfrewshire service designs has been delayed and this has been covered in previous updates to Board. The financial impact of this has already been reflected in the Council's financial planning arrangements. It is hoped that Tranche 2 will commence in this financial year but given the uncertainty which remains in relation to Covid-19 and its impact, no additional savings have been assumed in the 2021/22 budget.
- 5.2 The review of the Supporting Attendance Policy has been delayed as a result of resources being deployed to support Covid response and recovery. This work has recommenced.

6. Progress against performance measures

- 6.1 Finance and Resources Service has 29 performance indicators covering services which fall under the remit of this policy board. Of these, 23 are collected quarterly over a financial year and 6 are annual indicators. For the 23 indicators Q1 and Q2 2021/22 data has been provided.
- 6.2 Since the Service Delivery Plan was approved in March targets have changed for the following indicator(s)
- Cost of collecting council tax per chargeable dwelling target has been changed from £16.25 to £11.50 for the 2021/22 to 2022/23. This target is a reasonable adjustment and is more in line with performance.
- 6.3 Of the 23 quarterly indicators, 15 are performing well, 3 are slightly below target and 3 did not meet target and require monitoring. The remaining two indicators are data only performance indicators. Absence data for Q2 is not yet available so the scorecard only includes Q1.

A full summary of performance is outlined in the service scorecard at Appendix 2. The scorecard highlights areas of positive performance for Q2, including:

- Time taken to process new housing benefit applications, which was well within the target at 14.31 days against a target of 24 days;
- The processing of Community Care Grants taking an average of 9 days against a target of 15;
- 96% of calls to the Customer Service Centre being answered against a target of 90%;
- 88% of investigation complaints being completed within timescale against a target of 85%;
- 97.63% of all invoices received being paid within 30 days compared to target of 96%;
- All FOI reviews being completed within the target time of 20 days.

6.4 The following indicators were slightly behind target at the end of quarter two:

- 59.8% of Council Tax due in the year was collected, slightly below target of 60.27%, though it should be noted that quarter two is up by 1.32% against the same period from the previous year;
- The percentage of income due from Council Tax for prior years (cumulative position to date) was reported as 97.15% against a target of 97.25%, the service continues to monitor both the current year and previous years' collection and noted that the present year position is down slightly; and
- 98.8% of Finance and Resources FOI requests were completed within timescale against a target of 100%; this was due to one request completed late.

6.5 The following indicators did not achieve target for quarter two and require monitoring:

- The percentage of Non-Domestic Rates due to be collected by the end of Q2 was reported as 36.92% compared to a target of 51.4%; the service is monitoring this and noted that collection is up by 17% on the same position for 2020/21 when collection was severely impacted by the pandemic, though it remains down on the comparable period in 2019/20;
- A new indicator measuring the average speed of processing a Self-Isolation Grant in days has been impacted by demand levels as Covid-19 numbers increased substantially and there were delays in receiving information from Test & Protect; once information was received, payments were typically made within one day of the decision;
- The number of customer calls increased following on from lifting of restrictions and returning services as well as council tax reminders being issued; this additional demand resulted in 56% of calls being answered within the target time against a target of 70%;
- Performance in responding to frontline complaints missed the target of 85% with 105 of the 148 complaints received in the first half of the year being responded to within timescale.

7. Priorities over the next six months

- 7.1 The service delivery plan set out the priorities of the service throughout 2021/22. The impact of the pandemic continues to be felt but the easing of restrictions is allowing some return to normality though council services remain ready to respond to any further changes linked to the pandemic. Finance & Resources have identified a number of priorities for the second half of this year.
- 7.2 Financial sustainability remains a key risk to the council; the impact of the pandemic has already and will continue to affect service costs, service demands, income streams and disruption to transformation plans. The financial outlook for the next two years is subject to considerable uncertainty and there will be a need for the budget position in 2021/22 to rely on the application of temporary financial flexibilities to address the reported budget deficit. Some re-purposing of existing resources for social and economic renewal plans and programmes will also be required to support financial resilience and sustainability for the Council.
- 7.3 Staff wellbeing remains a major focus for all council services and the service will continue to work closely with unions in this regard. Staff training and development will focus on development opportunities for frontline staff and on people management skills. The work on the council's values, which began prior to the pandemic, will be reflected in new training packages intended to start a cultural change whereby our values are evident in decision-making.
- 7.4 Officers within Finance & Resources have been supported teams across the council to implement the service redesigns identified in Tranche 1 of Right for Renfrewshire. The roll-out of Tranche 2 activity was paused to allow the council to focus on the pandemic response and recovery but over the next six months, a new group of workstreams to be included in that tranche will be identified. The proposed workstreams will be submitted to Leadership Board for approval in due course, as the demands of the Covid-19 response and recovery allow.
- 7.5 The ongoing remodelling of the ICT operating model will be a feature of the next six months, with a focus on new ways of ICT provision and on harnessing new technologies. This will be aided by new applications, and by a programme of work aimed at building "digital confidence" across the whole workforce, equipping staff with the tools and knowledge to use technology safely and effectively.
- 7.6 Engagement with COSLA and other national bodies on the real and anticipated impacts of Brexit on local government will continue. The cross-service Strategic Brexit Officer Group has been re-established to plan for the potential medium to long term impact on both the Council and the area.
- 7.7 All council services will continue to support key council activities related to the delivery of the Economic Recovery Plan and the Social Renewal Plan, and to contribute to the ongoing work relating to climate change.

Implications of the Report

- 1. Financial** – This report 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** – 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. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – the service continues to follow current public health guidance in relation to the safe operation of working environments and face-to-face services for customers.
9. **Procurement** – none.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – none.
13. **Climate Change** - none

List of Background Papers: None

The contact officer for this report is Lisa Fingland, Service Planning & Policy Development Manager, Lisa.Fingland@renfrewshire.gov.uk



Appendix 1 - Finance and Resources Service Delivery Plan 2021-22 Action Plan




Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	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><div>50%</div></div>	31-Mar-2022	The financial strategy is continually updated and key dates for the UK CSR and Scottish Budget are now confirmed. The pause in Right for Renfrewshire over the pandemic has required the financial strategy to be adjusted however a re-established transformation


Action Code	Action	Managed By	Status	Progress	Due Date	Update
						programme will remain a key strand of the financial strategy.
FRSDP21.01.02	Support the ongoing development of community engagement and participation, in particular for community assets transfer applications	Head of Property Services		<div><div>50%</div></div>	31-Mar-2022	The Community Asset Transfer Annual Report was 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		<div><div>50%</div></div>	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 Customer & Business Services; Head of Finance; Head of Property Services		<div><div>95%</div></div>	31-Oct-2021	Remaining infrastructure and snagging to be complete December 2021. All '1140' spaces now available. Appropriate support to services is being provided by






Action Code	Action	Managed By	Status	Progress	Due Date	Update
						all relevant areas of FARS and CBS admin support are fully deployed in all centres.
FRSDP21.03.02	School Estates - delivery of Paisley Grammar School Community Campus	Head of Property Services		<div><div>1%</div></div>	31-Dec-2025	Site acquired and selective demolition progressing. The due date has changed from 31/03/24 to 31/12/25
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 Transformation & OD		<div><div>100%</div></div>	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.


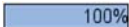


Outcome 4: Creating a sustainable Renfrewshire for all to enjoy




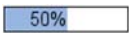
Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.04.01	Input to and implement the climate change working group recommendations, specifically to: work with national and local partners to explore alternative energy options for Council buildings; & review lifecycle replacement programme for Council buildings	Head of Property Services		<div><div>25%</div></div>	31-Mar-2023	A proposal to undertake detailed energy modelling of Bridge of Weir PS (archetype) to facilitate design and development of enhanced and integrated energy efficient 'Enerphit' refurbishment options has been 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 Transformation & OD		<div><div>50%</div></div>	31-Mar-2022	The Head of Digital, Transformation and Customer Services, supported by RfR resource, is currently preparing (on behalf of the Director of Finance & Resources) an update for CMT on all workstreams within RfR Tranche 1 including service redesigns. In addition, RfR Tranche 2 service redesigns including Finance and ICT are currently underway. Regular RfR updates to CMT will restart in late 2021.
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 Customer & Business Services		<div><div>60%</div></div>	31-Mar-2022	Progress continues to be made on activities required to support savings delivery but at a slower pace than planned due to the impact of the pandemic on capacity.
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><div>70%</div></div>	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.
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	Director of Finance & Resources; Head of Corporate Governance; Head of Customer & Business Services; Head of		<div><div>75%</div></div>	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.


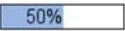
Action Code	Action	Managed By	Status	Progress	Due Date	Update
		Finance; Head of ICT; Head of Property Services				Customers are receiving high levels of service on line, on the phone and face to face services have resumed at Renfrewshire House on a an appointment basis.
FRSDP21.05.05	Director of Finance 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		<div><div>50%</div></div>	31-Mar-2022	The group continues to meet as required with the service and financial implications of Brexit continuing to unfold.
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		<div><div>60%</div></div>	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. Preparations are already underway for the Scottish Local Government Elections in May 2022. Officers are involved at a national level in the eCount Project Board and Print Working Group.
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		<div><div>50%</div></div>	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 ICT		<div><div>100%</div></div>	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.
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 ICT		<div><div>100%</div></div>	31-Mar-2022	The Digital Board has now been established and meets on a monthly basis. Senior stakeholders provide regular


Action Code	Action	Managed By	Status	Progress	Due Date	Update
						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 ICT			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 Transformation & OD			31-Mar-2022	A programme to implement the Digital Strategy "Digital Leadership & Skills" Workstream 2021/22 priorities is underway including: Learning pathways in development with customisable content; Microsoft Office Specialist training delivered by West College Scotland which commenced in September 2021, with Fear Free Technology training scheduled to be rolled out in autumn 2021. The development of a Digital on-line community is progressing that will provide opportunities to share ideas, and resources with staff acting as Digital Champions to upskill this group in the

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						<p>technologies/themes being rolled out and provide a dedicated on-line channel for regular communications and information for staff.</p> <p>Training in building "Digital Leaders" which will provide specific resources to support managers in embedding digital capabilities across their team is being developed.</p> <p>Over the coming months, communications are planned that will feature quick tips, features by Digital Champions and digital challenges for staff.</p>
FRSDP21.05.12	Lead on the Digital Council workstream from the Digital Strategy and implement action plan	Head of Customer & Business Services			31-Mar-2022	<p>Digital and Robotic Process Automation (RPA) services are being deployed as detailed in the Digital Council action plan.</p>
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 Transformation & OD			31-Mar-2022	<p>The strategy's immediate focus so far in 2021/22 has been to support the workforce in 3 priority areas:</p> <ul style="list-style-type: none"> • Health & wellbeing: A week of events, resources and guidance was promoted and provided for staff during Mental Health Awareness Week in May 2021. 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

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						<p>ways of working throughout 2021/22. Mental Health First Aider (MHFA) training was launched in September 2021 for over 70 staff. The suite of staff mental health resources and training launched in 2020 is being reviewed to expand this and offer additional supports.</p> <p>• 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, 2 and 3 of the council's interim operating model for Renfrewshire House has been implemented between August and September 2021 allowing a gradual return to the office for staff who have been predominantly working from home throughout the pandemic. Phase 3 which started on 13 September allows staff the option of 1 day a week in the office. In preparation for the return all policies guidance and health and safety protocols were reviewed and reinforced. In July – August 2021, staff completed a depersonalisation of their workspaces to allow for a reconfiguration of office space and mandatory reinduction training for all staff was issued.</p>

Action Code	Action	Managed By	Status	Progress	Due Date	Update
						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 and a gradual move to interim working arrangements as they are agreed 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 Transformation & OD			31-Mar-2022	Review is underway and research and engagement is ongoing with trade unions and stakeholders to develop a new Wellbeing Strategy 2022-2025 - to be launched April 2022.
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 Transformation & OD			31-Mar-2022	Leadership training called "Leading the Values" was implemented earlier in 2021 and staff "Living our Values" training is scheduled later in 2021. A review of the impact of the training is scheduled to be carried out by December 2021. The process of embedding our values throughout our policies has started with Staff Induction. This will start a cultural change journey of staff experiencing and demonstrating our values in their day to day interactions and behaviours.

Action Code	Action	Managed By	Status	Progress	Due Date	Update
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 Transformation & OD			31-Mar-2022	Our approach to training delivery is significantly changing as we respond and adapt to new ways of working. We engage with services, staff and trade unions regularly to ensure training is bespoke and accessible and inclusive for all staff, particularly for our frontline colleagues. Since April 2021 to date, 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, 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 ChooseLife) and many other topics. Courses are refreshed regularly, and new dates planned in with the latest offer issued in September 2021.

Action Code	Action	Managed By	Status	Progress	Due Date	Update
FRSDP21.05.17	Lead on the review of absence policy and procedures	Director of Finance & Resources; Head of Transformation & OD		<div><div>30%</div></div>	30-Jun-2021	<p>The Corporate Absence Review Group is currently leading the development and implementation of a change in the Supporting Attendance policy and processes.</p> <p>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.</p>

Appendix 2 - Finance and Resources Service Improvement Plan 2021-22 Scorecard












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










Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
FR.SDP.GFB.LGBF	Uncommitted General Fund Balance as a % of council annual budgeted net revenue				NEW INDICATOR		Not measured for Quarters		Not measured for Quarters		This is a new annual indicator and data will be available in April 2022.
FRAMT01	Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council					6	Not measured for Quarters		Not measured for Quarters		Nicola admin_Irvine 09-Mar-2020 performance for 2019/20 is 11 months against a statutory target of 6 months. One transfer took place last year which took 11 months for the lease to be signed in August 2019. Other authorities have also raised concerns on the difficulty for councils to meet the legislative target of 6 months and a more realistic target would be 12 months. It can be extended by agreement with the applicant.













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















Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				14.73	24	11.75	24	14.31	24	Processing speed for New Claims was well within target for the second quarter of 2021/22
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up				4.47	10	3.88	10	6.04	10	Processing of Changes of Circumstance was well within target for the second quarter of 2021/22



















Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
	until the posting of notification of outcome of the application (cumulative)										
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				2	2	2	2	2	2	The service continues to process Crisis Grants within target. Average days to process were 1.7 in Quarter 2.
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				6	15	9	15	9	15	The service continued to process Community Care Grants well within target during Q2 2021/22
FCSKPI012	Average speed of processing a Self-Isolation Grant in days				NEW INDICATOR		2	2	4	2	The service struggled to keep up with demand as Covid19 numbers increased substantially. The decision making process also required input from Test & Protect who had difficulties turning round requests for information. Payments were on average issued within one day of a decision to award being made.




Service Outcome Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
FCSCSU07	Customer Service Unit - % of calls answered				95%	90%	97%	90%	96%	90%	Target has been met for Q2.
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)				67%	70%	59%	70%	56%	70%	In Q2 customer calls increased following on from lifting of restrictions and returning services as well as reminders for council tax being sent.
FCSKPI008	Cost of collecting council tax per chargeable dwelling				9.07	11.5	Not measured for Quarters		Not measured for Quarters		This indicator reports on the cost of collecting Council Tax per chargeable dwelling For 2020/21, the total cost of collecting Council Tax for Renfrewshire Council is £808430.84 (this figure excludes income from statutory additions because debt recovery is fully outsourced).

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
											<p>The number of eligible dwellings in 2020/21 is 89168.</p> <p>Cost per dwelling is therefore £9.07.</p> <p>This is a 3.6% increase on the prior year, owing to COVID-related overtime, pay inflation and the absence of legal costs recovered.</p> <p>This could be linked to the closure of the court system during lockdown.</p> <p>The number of dwellings has increased by 0.8% compared to last year.</p>
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				95.03%	96%	32.84%	32.76%	59.8%	60.27%	Council Tax collection at the end of Quarter 2 2021/22 is up by 1.32% on the same point in 2020/21 and down by 0.24% on the 2019/20 position.
FCSCOMPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				87.07%	85%	96.25%	85%	87.07%	85%	147 Complaints were received in total (April - September) (Qtr 1 & Qtr 2). To date, 128 complaints have been completed within the required timescale and 15 were complaint completed outwith timescale. Three 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 invoices paid council wide (cumulative)				97.63%	96%	98.62%	96%	97.63%	96%	At the end of Qtr 2 a total of 94,195 invoices were received of which 91,959 were processed within 30 days. Performance has met target for this period.
FRCMT14a	The proportion of operational accommodation in satisfactory condition.				95.1%	94%	Not measured for Quarters		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 - Glendee Pre 5 Centre, - Paisley St Margaret's Nursery School, - Williamsburgh Nursery School, - Kilbarchan Primary School, - Williamsburgh Primary School, New build - Spateston Early Learning & Childcare Centre</p>

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
											Demolitions - Former Spateston Pre-Five Centre Lease Terminated – Clark St Depot Surplus – Roneil House Closed for Refurbishment - Paisley Arts Centre and Paisley Town Hall
FRCMT14b	The proportion of operational accommodation that is suitable for its current use.				92.1%	96%	Not measured for Quarters		Not measured for Quarters		The 2020/21 measure of condition shows a slight increase to 95.1%. These figures reflect the following changes: Floor areas increased by new extensions at - Glendee Pre 5 Centre, - Paisley St Margaret's Nursery School - Williamsburgh Nursery School - Kilbarchan Primary School - Williamsburgh Primary School New build - Spateston Early Learning & Childcare Centre Demolitions - Former Spateston Pre-Five Centre Lease Terminated – Clark St Depot Surplus – Roneil House Closed for Refurbishment - Paisley Arts Centre and Paisley Town Hall
FCSCORP01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)				N/A	N/A	Not measured for Quarters		Not measured for Quarters		This measure is taken from the Local Government Benchmarking Framework. Data for 2020/21 is not yet available.
FCSABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)				8.12	8.5	1.71	2	N/a	1.9	Absence is ahead of target for Qtr 1, though this is a slight increase of 0.3 days over the same period last year. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information.
FCSFOI07	% of FOI reviews completed within 20 days (Councilwide)				94.2%	100%	100%	100%	100%	100%	There were 5 reviews in Q2 and all were completed on time.
FCSFOI08	% of Finance and Resources FOI requests completed within timescale				95.4%	100%	98.5%	100%	98.8%	100%	There were 77 FARs FOI requests received in Q2 and 78 due in this period Jul-Sep. Only 1 was

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
											responded to late giving performance of 98.8% for the quarter. The council received 289 FOIs in the quarter with 319 due during this period. There were 21 late which equates to performance of 93.4%.
FCSFOI10a	Number of FOI appeals to Scottish Information Commissioner				NEW INDICATOR		0	N/A	2	N/A	Two appeals were received during Q2 (01/07/21 - 30/09/21)
FCSFOI10b	Number of FOI appeals decided in favour of Council				NEW INDICATOR		0	N/A	0	N/A	No appeals were decided during Q2 (01/07/21 - 30/09/21)
FCSICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				93.6%	85%	93.4%	85%	93.2%	85%	The service is comfortable that we are meeting targets and hope to continue over the next quarter.
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				87.1%	85%	87.1%	85%	87.1%	85%	The service is comfortable that we are meeting targets and hope to continue over the next quarter.
FCSICT004	Percentage of uptime for key IT systems				99.98%	99%	99.99%	99%	99.99%	99%	The service is comfortable that we are meeting targets and hope to continue over the next quarter.
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.26%	97.27%	97.12%	97.27%	97.15%	97.27%	Follow up continues to be run each month. We continue to monitor both the current year and previous years' collection and the present year Qtr2 position is down slightly on the same period for 2020/21
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				89.1%	98%	18.25%	20.17%	36.92%	51.4%	NDR collection is up by 17% on the Q2 position for 2020/21 when there had been a delayed start to collection due to Covid19. Collection is below the level achieved during Q2 of 2019/20.
FCSKPI133	Percentage of Audit Plan completed (cumulative)				94.5%	95%	22%	19%	43.3%	42.8%	Target for Q2 has been achieved
FRCOMPFL	F&R Front Line complaints (Cumulative)				87.44%	85%	76.81%	85%	70.95%	85%	148 Complaints received in total (Apr - Sept). 105 have been completed within timescale, 4 are still being followed up outwith timescale and 39 have

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Q2 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	
											been completed late. Target has not been achieved for this period.
FRSDP.SME01	Average days Small and Medium sized businesses invoices paid				NEW INDICATOR		7.14	28	9.11	28	At the end of Qtr 2 (01/04/21 - 30/09/21) 32,805 SME invoices were received of which 31,347 were processed within 28 days with the average days to process an invoice reported at 9.11 days



To: Finance, Resources and Customer Services Policy board

On: 10 November 2021

Report by: Director of Finance and Resources

Heading: FARS Health and Safety Interim Report (2020/22)

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 interim report for 2020/22 (Period 2020/21) is attached as Appendix 1. The report sets out the health and safety activity within the service in 2020/21 and demonstrates the service's commitment to continuous improvement in health and safety performance. The report summarises the achievements to March 2021 and notes a comprehensive annual report will be submitted to Board in Spring 2022 to report on the 2021/22 outturn and highlight any new actions to be added to future plans. The annual report provides details on both corporate and departmental health and safety responses to the pandemic.
 - 1.3 Finance and Resource Services have a proactive approach to health and safety. This is evidenced by the attainment of accreditation and certification to BS OHSAS 18001:2007 with recommendation that the registration be continued. This standard measures the suitability and effectiveness of the service's occupational health and safety management systems
-

1. **Recommendations**

2.1 It is recommended that the Board:

- i) notes the content of the report at Appendix 1
-

3. **Background**

3.1 The FARS Health and Safety Report and Plan 2020/2022 was presented to Board on 11 November 2020. This Update Report is prepared in accordance 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 2020/21 and sets out the service's health and safety plan going forward, particularly in the context of the Covid-19 experience.

3.2 The service health and safety planning group which had reformed in January 2019 continued to meet in line with its terms of reference throughout the year. The service continued to be represented at and contribute to meetings of the Corporate Health and Safety Committee.

3.3 The attached interim report covers the period from April 2020 to March 2021.

3.4 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 2020/21
 - 4. Annual statistics 2020/21
 - 5. Out-turn - FAR Health and Safety Plan 2020/22 (Period 2020/21)
-

Implications of the Report

- 1. **Financial** – not relevant to report recommendations
- 2. **HR & Organisational Development** – not relevant to report recommendations
- 3. **Community/Council Planning** – effective risk management supports the delivery of all community/ council plan outcomes
- 4. **Legal** – not relevant to report recommendations

5. **Property/Assets** – not relevant to report recommendations
6. **Information Technology** – not relevant to report recommendations
7. **Equality & Human Rights** – not relevant to report recommendations
8. **Health & Safety** – as per the subject matter of this report
9. **Procurement** – not relevant to report recommendations
10. **Risk** – as per the subject matter of this report
11. **Privacy Impact** – not relevant to report recommendations
12. **Cosla Policy Position** – not relevant to report recommendations
13. **Climate Risk -** – not relevant to report recommendations

List of Background Papers

- (a) Background Paper - none

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Health and Safety Report 2020/22

Interim Update 10 November 2021 (Period 2020/21)

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 2020/21 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	
CBS Adult Services	Louise O'Connor	Service Delivery Officer
CBS – Customer Services & Advice Works	Julie McBride	Senior Service Delivery Officer
CBS – Outlying areas	Rhona Barnes	Service Delivery Manager
CBS – Revs & Financial Support	Mary Sweeney	Development Officer
CBS – RH Hub	Craig McEwan	Team Leader
CBS – Schools Support	Sylvia Easton	Senior Service Delivery Officer
Corporate Finance	Vicki Aitken	Service Accountant
Corporate Governance	Mark Conaghan	Legal & Democratic Services Manager
ICT	Gillian Dickie	Partnering & Commissioning Manager
Internal Audit Services	KellyAnne Moore	Insurance & Risk Management Co-ordinator
Property Services	Joe Lynch	Head of Service (Chair)

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

Transformation and OD HR	Clare McGivern	Administrative Officer

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. There had been no further material changes in terms of services provided across the various teams represented. 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	Key Service H&S Risks						
	Musculo-skeletal	Stress	Work at Height	Lone Working	Occupational Driving	Violence & Aggression	Slips, trips, falls
CBS Customer Services & Advice Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> Public	<input checked="" type="checkbox"/>
CBS Outlying areas, adult servs and operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
CBS – Revs & Financial Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
CBS – RH Hub	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CBS – Schools Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Corporate Governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ICT	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Internal Audit Services	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Property Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Transformation & OD	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

5. Further to the 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 2020/21

1. During 2020/21 a total number of 55 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, 52 FARs staff undertook Display Screen Equipment awareness training via iLearn – the online learning platform used in the council.

Course	Nos. 2020-2021
Mental Health First Aid	8
General Fire Wardens	21
Fire Risk Assessment	9
3-day First Aid at Work	9
2-day First Aid at Work Refresher	8
Total =	55

4. Annual statistics 2020/21

1. Accidents and incidents

The table to the right shows the stats for 2020/21 across the different incident types reported. A total of 10 incidents have been reported in the year.

These 10 reported incidents represent a decrease of 6, down from the 16 reported in 2019/20.





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

Accident / Incident Type	Nos. 2020-2021
Slips trips & falls	5
Another kind of accident	1
Contact with electricity	1
Near miss	1
Struck against	1
Violence and aggression	1
Total:	10

2. Employers liability claims for FARs employees





During 2020/21 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 2020/21 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.
4. A comprehensive annual report will be submitted to Board in Spring 2022 to report on the 2021/22 outturn and highlight any new actions to be added to future plans. The annual report will provide details on both corporate and departmental health and safety responses to the pandemic.

Appendix: FAR Health and Safety Plan 2020/22






Outturn 2020/21

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
 -  09 of 11 service areas have identified **stress** as a relevant risk factor
 -  09 of 11 service areas have identified **violence and aggression** as a relevant risk factor

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

5. Given the above, the plan going forward will:
 -  include new actions that reflect the importance of managing **employee wellbeing during the Covid-19 pandemic**.
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 for 2020/21	Action status
If the potential for <u>musculoskeletal disorders</u> 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 	 In progress
If the risks associated with <u>lone working</u> 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 may 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 	 In progress
If potential exposure to <u>violence and aggression</u> 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... 	 In progress
<u>COVID-19 and employee wellbeing</u> 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 	 In progress
<u>COVID-19 concurrent winter risk</u> 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 <u>higher levels of staff absence</u> 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 (Consider winter 2021/22)



To: Finance, Resources and Customer Services Policy Board
On: 10 November 2021

Report by: Director of Finance and Resources

Heading: Civic Hospitality

1. Summary

1.1 The following requests for civic hospitality have been received for financial year 2021/22 & 2022/23.

- a) Correspondence has been received from St Vincent's Hospice to take a table at their Christmas Sparkler Lunch event being held in the Radisson Blu Hotel on Sunday 5th December 2021. St Vincent's Hospice are a local charity organisation, providing palliative and end of life care to those affected by a life limiting illness.

Following consultation with the Provost, it is proposed that the Board agree to take a table at St Vincent's charity event at a cost of £600 on the 5th December 2021 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- b) The Paisley Soroptimist Club have submitted a request for a civic reception on Sunday 13th March to help celebrate their 75th anniversary. This event has previously been postponed due to Covid-19. The Paisley branch of the Soroptimists are part of a worldwide organisation dedicated to promoting the cause of women and girls, locally, nationally, and internationally.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality in the form of a lunch for 100 people in the Glynhill Hotel, Renfrew at the cost of approx. £2500; and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- c) Correspondence has been received from Paisley Ladies Ex- President's Association for some civic hospitality in the form of a lunch to celebrate their 25th anniversary. The event is scheduled to take place on Saturday 8th July at Hawkhead Bowling Club.

Following consultation with the Provost, it proposed that the Board agree to provide hospitality for approximately 80 people at a cost of approximately £1500 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- d) Ferguslie Community Council will be organising a programme of indoor and outdoor events on Saturday 30th April to commemorate the 75th anniversary of VE Day, as part of that day they wish to host an evening event for all volunteers and participants and have requested civic hospitality to accompany this. This event had been scheduled to take place originally in May of 2020 but has been postponed due to Covid-19.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality on Saturday 30th April 2022 for approximately 200 people at a cost of £3,000 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- e) Correspondence has been received from Renfrew Over 50s Swimming Club for civic hospitality to celebrate their 30th anniversary. The lunch is scheduled to take place towards the end e of November in the Piccolo Mondo, Renfrew.

Following consultation with the Provost, it is proposed that the Board agree to provide hospitality for 40 people at a cost of approximately £700 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 2021/22 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed the remaining balance would be approximately £42,660. The budget provision for 2021/22 for Civic Hospitality (including international Links) has not yet been agreed.

2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above for the Paisley Soroptimists, Paisley Ladies Ex-President's Association Renfrew over 50s Swimming Club and Ferguslie Community Council; (b) that the Board agree to take a table of 10 for St Vincent's Hospice and; (c) 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 2021/2022 and 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 – Email correspondence from St Vincent's Hospice
- (b) Background Paper 2 – Email correspondence from Paisley Soroptimists
- (c) Background Paper 3 – Email correspondence from the Paisley Ladies Ex-president's Association
- (d) Background Paper 4 – Email correspondence from Ferguslie Community Council.
- (e) Background Paper 5 – Email correspondence from Renfrew over 50s swimming club

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: 10 November 2021

Report by: *The Chief Executive*

Heading: Annual Procurement Report 2020/21

1. Summary

1.1 Section 18 of the Procurement Reform (Scotland) Act 2014, requires that any contracting authority which is required to prepare or revise a procurement strategy in relation to a financial year must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of that financial year.

1.2 As a minimum this report must include:

- a summary of the regulated procurements that have been completed during the year covered by the report;
- a summary of community benefits fulfilled during the year covered by the report;
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report; and
- a summary of the regulated procurements the authority expects to commence in the next two financial years.

2 The Annual Report attached in Appendix 1, provides an update on key indicators set in the Corporate Procurement Strategy for the period

April 2020-2023 and identifies areas for potential improvement aligned to that Strategy.

2. **Recommendations**

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

2.1.1 Note the content of the Annual Report for the Financial Year 2020 – 2021.

3. **Background**

3.1 Section 18 of the Procurement Reform (Scotland) Act 2014 requires that all public sector contracting authorities with a spend of more than £5million per annum publish an Annual Report relating to Regulated procurement activity. The content of the Annual Report is analysed by Scottish Government Procurement and the information included in the Scottish Ministers Annual Report on Procurement Activity in Scotland.

3.2 The Annual Report provides an opportunity to provide an update on procurement activity undertaken over the last financial year, and to give an indication of future contracting opportunities.

3.3 A Regulated Procurement is any procurement for:

- Goods, Supplies and Services (excluding services covered under Schedule 3 Social and Other Specific Services of the Public Contracts (Scotland) Regulations 2015) with a total value of £50,000 up to £189,329.99;
- Services defined under Schedule 3 Social and Other Specific Services of the Public Contracts (Scotland) Regulations 2015 with a total contract value of £50,000 up to £663,539.99;
- Works contracts with a total value of £2million up to £4,733,251.99.

3.4 A procurement at or above the Threshold set by the Government Procurement Agreement is any procurement for:

- Goods, Supplies and Services (excluding services covered under Schedule 3 Social and Other Specific Services of the Public Contracts (Scotland) Regulations 2015) with a total value of £189,330 and above;

- Services defined under Schedule 3 Social and Other Specific Services of the Public Contracts (Scotland) Regulations 2015 with a total contract value of £663,540 and above; and
 - Works contracts with a total value of £4,733,252 and above.
- 3.5 The information provided in the Annual Report is gathered by Scottish Government and included in the national “Annual Report on Procurement Activity in Scotland.”
- 3.6 The Annual Report provides an opportunity to recognise the contribution that procurement can make to the economy and communities in Renfrewshire and to celebrate the success of the procurement team.
- 3.7 Appendix 1 contains the Annual Report for the Financial year 2020 – 2021.

Implications of the Report

1. **Financial** - *None.*
2. **HR & Organisational Development** - *None.*
3. **Community/Council Planning –**

All of the activities carried out by the Corporate Procurement Unit contribute to Renfrewshire Council’s Plan for 2017 - 2022 “Thriving People, Connected Communities”. The 5 Strategic Outcomes set out in the plan are at the heart of our procurement activities and CPU work with client services to ensure that Council funds are spent in a way that can deliver the most benefit to Renfrewshire’s communities.
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.

8. **Health & Safety** – *None*.
 9. **Procurement** – the attached Annual Report identifies how the Council is meeting the requirements of the Procurement Reform (Scotland) Act 2014.
 10. **Risk** - *None*
 11. **Privacy Impact** - *None*.
 12. **Cosla Policy Position** – *None*.
 13. **Climate Risk** - *None*
-

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APPENDIX 1 – ANNUAL PROCUREMENT REPORT 2019/2020

(Attached)



Annual Procurement Report 2020/21

Renfrewshire Council

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Introduction to Renfrewshire Council's Annual Report

Background and Purpose

On 1st April 2020, in accordance with Section 15 of the Procurement Reform (Scotland) Act 2014 (the Act), Renfrewshire Council published its Corporate Procurement Strategy for the period 1 April 2020 to 31 March 2023. This strategy described the fundamental role procurement has in supporting the delivery of the Council's strategic objectives aligned to the Council's Plan "Thriving People, Connected Communities". <http://www.renfrewshire.gov.uk/article/6346/Council-Plan>. The plan sets out Renfrewshire Council's bold aspirations for the future, and how the Council will work with partners, communities and business to progress 5 key outcomes:

- Reshaping our place, our economy and our future;
- Building strong, safe and resilient communities;
- Tackling inequality, ensuring opportunities for all;
- Creating a sustainable Renfrewshire for all to enjoy; and
- Working together to improve outcomes.

Section 18 of the Act requires that:

"a contracting authority, which is required to prepare or revise a procurement strategy in relation to a financial year, to prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of that financial year"

This Annual Procurement Report provides an opportunity to report on our Regulated procurement activity over the financial year 2020 / 2021 in accordance with the requirements of the Act. It also provides an opportunity to update on procurement activity below the threshold for Regulated Procurement and to report on the progression of the Action Plan set out in Appendix 1 of the published Procurement Strategy (Section 2 - Review of Regulated Procurement Compliance).

Procurement Overview

Renfrewshire Council spends in the region of £200 million each year on the purchase of goods, services and works. In the financial year 2020/21 Covid-19 impacted external spend, most notably in the Construction category of spend (this will be discussed in further detail below) and our total recorded spend via external contractors for the period 2020/21 was £181,053,170.

Our detailed spend information is available online via Renfrewshire Council's website by searching for Spotlight on Spend:

<http://www.spotlightonspend.org.uk/400/Renfrewshire+Council/Spend/Annual>

This site provides a breakdown of spend by category and by supplier.

All procurements with a value of £10,000 and above are carried out by the Council's corporate procurement team in accordance with the Standing Orders Relating to

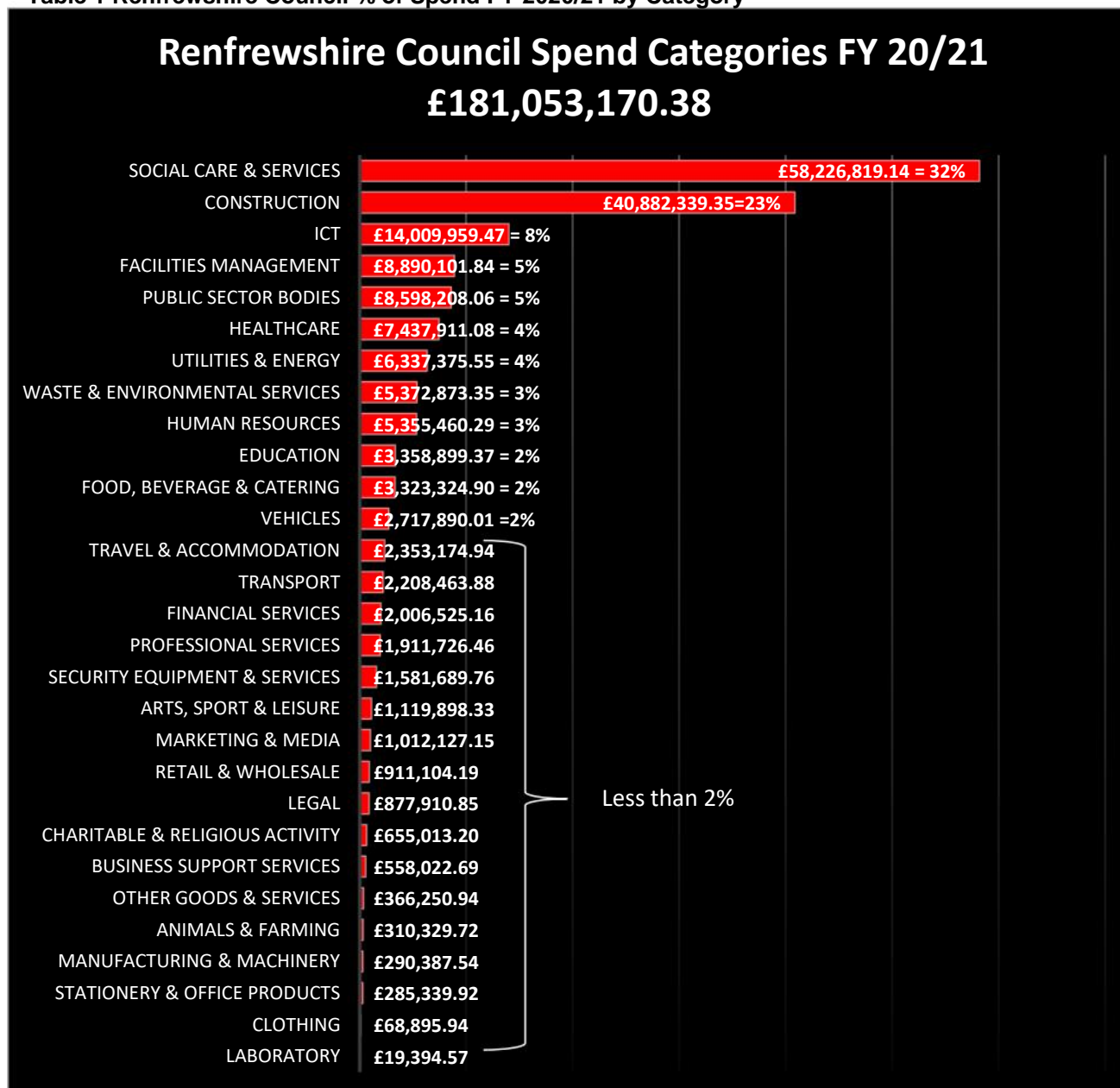
Contracts (available here: <https://www.renfrewshire.gov.uk/article/4008/Standing-orders-relating-to-contracts>)

The procurement team operate a Category Management approach covering

- City Deal and Infrastructure
- Construction / Works
- Corporate and ICT
- Environment and Infrastructure; and
- Social Care

Table 1 below provides an indication of spend across our key category areas. Note that in the year 2020/21 Social Care & Services accounts for the greatest spend at 32% of the total, with Construction 23%. In the previous year (2019/20) Social Care accounted for 26.8% and Construction 31.8%.

Table 1 Renfrewshire Council % of Spend FY 2020/21 by Category



(Note: The spend provided in Table 1 is extracted from the Spotlight on Spend database hosted by Spikes Cavell. This is a national hub which analyses spend for Scottish public sector bodies. The category titles listed are set by the Hub and spend is allocated according to taxonomy.)

Following Scottish Government advice and taking account of the challenge faced by businesses, only tenders for essential services were issued during the lockdown period, all other tenders were placed on hold and no new non-essential contracts were awarded.

Whilst some contract areas were placed on hold, others faced unprecedented demand as the global demand for PPE and cleaning and janitorial products soared. A proactive approach to sourcing ensured that the Council supply continued throughout without interruption. The procurement team focussed on maximising value through best price for the best product available within the best delivery lead times. Scottish Procurement Policy Note 4/2020 Procurement Regulations During Covid-19 Outbreak provided some flexibility and a fluid response was taken to ensure that the Council supply base was wide enough to continue to meet demand throughout.

The provision of social care services remained a high priority area throughout and the Council procurement team worked closely with Renfrewshire Health and Social Care Partnership to ensure that sufficient external resources were available where the Partnership required support due to Covid related staff absence.

One impact of Covid-19 reflected in this Report is that during the lockdown and the temporary halt of contracts, particularly construction contracts, suppliers / contractors were unable to deliver the community benefits offered in contracts awarded prior to the lockdown. This is reflected in the number of community benefits delivered throughout the period. As businesses have returned to full capacity and construction sites have opened up the number of community benefits delivered has improved, however this is likely to be reflected in the reporting period 2021/22 and not the period of this Report.

Covid-19 continues to have a significant impact on Renfrewshire Council and the lives of the people of Renfrewshire. The Council is closely monitoring the supply chain shortages caused by Covid-19 and the additional impacts of Brexit. Recruitment and retention of staff across both the public and private sector is placing a strain on many organisations and the need to closely manage risk and work collaboratively with partners to ensure that contracts can deliver is of vital importance. A flexible and dynamic response to the current challenges will be required to support the Council's response to changing priorities as new challenges emerge in this volatile period.

Section 1 – Summary of Regulated Procurements Completed

Renfrewshire Council have provided a summary below of the regulated procurements that were completed over the reporting period 2020/21. A regulated procurement is any procurement for public supplies or services with value of over £50,000 and for public works with a value of over £2 million – where an award notice has been published or where the procurement process otherwise comes to an end. This includes contracts and framework agreements.

By providing this summary below it demonstrates the Council's commitment to working in a transparent manner by highlighting the procurement activity that has taken place over the past year.

Table 2 Summary of Regulated Procurements awarded in 2020/21

Number of supply regulated procurements	32
Number of Services regulated procurements	52
Number of Works regulated procurements	1
Total number of regulated procurements awarded	85
Total estimated value of regulated procurements awarded	£157 million
Percentage of regulated contracts awarded to SME's	63%

As noted above, Covid-19 had a significant impact on the procurement of Works contracts in the period 2020/21. In the financial years 2019/20 and 2018/19 the number of Regulated Works contracts awarded were 6 and 5 respectively.

Further details of Regulated Procurements awarded by the Council between 1 April 2020 and 31 March 2021 can be found at Annex 1 of this Annual Procurement Report. Information on live contracts can also be found on Renfrewshire Council's Contract Register on Public Contract Scotland.

Section 2 – Review of Regulated Procurement Compliance

Section 18 of the Act requires that the Annual Procurement Report should include a review of whether Regulated procurements carried out in the Financial Year complied with the authority's procurement strategy. Section 3 of the Council's Procurement Strategy sets out Strategic Priorities for Procurement in Renfrewshire Council and Appendix 1 of the strategy provides an action plan aligned to these key priorities. Table 3 below provides an update on progress with the Action Plan within the Financial Year 2020/21.

Table 3. Review of Regulated Procurement Compliance

Description	Actions to date
<p>Provide strategic guidance and leadership on all Procurement matters;</p>	<p>The Strategic Procurement Manager provided procurement leadership, guidance and advice on all procurement related matters, through face to face meetings, existing working groups, Policy Boards, strategic project boards and representation on wider public sector forums.</p> <p>The Procurement Category Managers engaged closely with their client service departments, providing expert input to help the Council deliver its strategic objectives in full compliance with the Procurement Regulations.</p> <p>Procurement in Renfrewshire Council is conducted in accordance with Regulation and the Council's Standing Orders Relating to Contracts. The Standing Orders are available online and provide clear, concise guidance.</p>
<p>Support the Council to ensure it continues to achieve value for money and work with stakeholders to help achieve efficiency savings;</p>	<p>Covid-19 had a significant impact on the way the procurement team worked with suppliers and client services in the financial year 2020/21.</p> <p>Through active participation in front line project teams and by adopting a proactive and commercial approach to supplier management the procurement team ensured that value for money was achieved throughout this financial year.</p> <p>The procurement team worked in partnership with the frontline services to understand and support the demand for products and services and worked collaboratively with suppliers to ensure that products remained available and that</p>

	pricing remained reasonable. Market conditions, demand for products and pricing were closely monitored and this informed the buying strategy throughout.
Ensure the Council explores all opportunities to use its procurement activities to promote its wider policy objectives, including its social, economic and environmental objectives;	<p>Procurement in Renfrewshire Council has a very strong focus on Sustainable Procurement and the Council's community benefits forum has worked in partnership with suppliers and external partners to support the delivery of positive community benefits throughout Renfrewshire for a number of years with great success.</p> <p>The lockdown had an impact on the delivery of community benefits in the financial year 2020/21 however as furlough / home working and the voluntary closure of construction sites led to a reduction in the number of opportunities for employment and training community benefits.</p> <p>As the economy began to open up again the need for procurement to engage with community partners and key partners within the Council and wider public sector to identify and explore opportunities to promote the Council's CSR objectives was greater than ever. The procurement team worked closely with colleagues in Economic Development to identify opportunities to support fair and inclusive growth in Renfrewshire and to promote Community Wealth Building.</p> <p>Community benefits were included in all Regulated Procurements tendered in this financial year and where appropriate and feasible in all below threshold procurements.</p> <p>Fair Working Practices were evaluated in accordance with legislation and through the assessment of Fair Work Practices suppliers are actively encouraged to support their workforce and to pay at least the Real Living Wage rate to all employees engaged in delivery of services to Renfrewshire Council.</p> <p>A sustainability test was carried out for all Regulated procurements and the output of the</p>

	test incorporate into the tender documents and the approach to contract management.
Promote ethical procurement and work with our suppliers to ensure that they do not use exploitative labour;	During the financial year 2020/21 all tenders were evaluated in accordance with the requirements of legislation, statutory guidance and good practice. The procurement team supported the Council's commitment to the Modern Slavery Charter and all Works contracts provided a link to the Council's Statement in Relation to the Procurement of Construction Contracts (The Construction Charter) which promotes fair and ethical treatment of the workforce and supply chain.
Develop and strengthen our approach to risk management;	<p>Risks and issues were identified and documented throughout the procurement process. All risks were allocated an owner and mitigating actions were set out in the contract strategies.</p> <p>Commodity risks were recorded both within the team and at wider Council level by Council's Risk Manager.</p> <p>The Procurement Manager is a member of the Construction Contracts Oversight project board, providing procurement support and advice relating to managing procurement risks associated with construction contracts.</p>
Engage effectively with stakeholders when developing our strategic commissioning and procurement plans;	<p>Throughout the year the Procurement Team worked in partnership with colleagues from across the council to develop procurement and commissioning strategies. The reactive nature of response required to Covid-19 did have an impact on some longer term strategic planning work which was placed on hold but short term requirements to support the Covid response were all analysed and actioned in partnership with client services.</p> <p>Towards the end of the year the team had an opportunity to reconnect with pre Covid work plans and close stakeholder engagement was critical in this process to ensure that recommendations accurately reflected the needs of services and service users.</p>

<p>Continue to develop and improve the Council's procurement processes and support their effective adoption across the Council;</p>	<p>Throughout the financial year 2020/21 the Procurement Team promoted a compliant, innovative, inclusive approach to procurement which ensured preservation of the pipeline of supply and fair and equal treatment of all economic operators.</p> <p>In the financial year 2020/21, the Procurement Manager commenced the necessary actions to implement the recommendations of Internal Audit Report (A0014/2020/001) to improve the approach of the Procurement Team and stakeholders to Community Benefits in procurement processes.</p>
<p>Ensure that the new Enterprise Resource Planning (ERP) system, Business World, strengthens procurement processes and delivers efficiencies across the Council;</p>	<p>During the Financial Year 2020/21 the Procurement Financial Reporting within ERP Unit4 (Business World) was developed to provide live spend data which also provided invoice data from other feeder systems such as PECOS, Fleetmaster, SWIFT, Servitor & CAMIS. Analysis of spend reports supported management of demand and predicted need and helped to identify areas of non-compliant spend which could be addressed by the Procurement Team with the relevant service.</p> <p>The new supplier process was enhanced to ensure all electronic requests are submitted to Procurement via a workflow regardless of which P2P System (as PECOS, Fleetmaster, Servitor & CAMIS) the supplier is required to be added to in addition to the ERP Unit4 (BW). This has helped to ensure that 100% of suppliers are validated by Procurement prior to being added to the supplier Masterfile, this process now safeguards that the spend associated to the supplier is compliant.</p>
<p>Support the development and growth of local SME's, third sector, social entrepreneurs and supported business;</p>	<p>The Corporate Procurement Strategy set out an ambition to work closely with local and national business representatives and to actively engage with third sector and community partners and Economic Development to explore opportunities for developing and growing Renfrewshire's local SME's, third sector organisations and supported businesses. Due to Covid-19 limited progress</p>

	<p>was made with this action in the first half of the financial year, however in the latter half of the year as tendering picked up again, Community Benefits included in tenders included an option for suppliers to help support the development and growth of local SME's and third sector organisations in Renfrewshire.</p> <p>Procurement and Economic Development identified shared opportunities to support Community Wealth Building in Renfrewshire and developed a joint Action Plan which both teams continue to progress.</p>
<p>Ensure the Council meets the requirements of the procurement Regulations and the fundamental principles of non-discrimination, transparency and proportionality and actively seek to utilise the new flexibilities introduced to introduce innovative procurement approaches that can support the Council to achieve its objectives.</p>	<p>All procurements undertaken during the period 2020/21 complied with legislation and Statutory Guidance.</p> <p>The Single Procurement Document was used for all procurements, including where appropriate and proportionate, under £50,000 procurements;</p> <p>The Councils processes and procedures were fully aligned to the Scottish Government Procurement Journey, ensuring good governance and due diligence at all key milestones;</p> <p>All Regulated tendering opportunities were advertised via the Public Contracts Scotland Suppliers Portal and tenders above the GPA Threshold were also advertised via the Find a Tender Service.</p>

Future Improvements

Priority	Action	Target Date:
Build capacity of local supply base promoting inclusive growth	<ul style="list-style-type: none"> • Adopt a Community Wealth Building approach to progressive procurement: developing local supply chains of businesses likely to support local employment and keep wealth within communities; • Work closely with the Supplier Development Programme to engage 	31 March 2022

	with local supply base, running appropriate, accessible events online and signpost suppliers to free training provided by the Supplier Development Programme to help build local supplier capacity;	
Procurement to support the council to help reduce carbon emissions and achieve net zero by 2030	<p>The procurement team will :</p> <ul style="list-style-type: none"> • Maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts; • Focus on carbon action and building capacity and capability of the procurement team, stakeholders and suppliers; • Revise evaluation templates to include questions which focus on actions taken to deliver environmental benefits in the performance of the contract; • Implement systems to plot and track progress against our climate ambition plans. 	31 st March 2022

Section 3 – Community Benefit Summary

Renfrewshire Council identified one of its key objectives to be the exploring of **‘all opportunities to use its procurement activities to promote its wider policy objectives, including social, economic and environmental objectives’** in the Procurement Strategy. The importance of this was further emphasised by the active promotion of including community benefits clauses in tenders for all regulated procurements, and where appropriate and feasible in un-regulated procurements too.

The inclusion of community benefits in tenders and the work of the community benefit forum is a key enabler to support delivery of the objectives of the Council Plan, Renfrewshire’s Economic Strategy and No One Left Behind.

Community Benefits make a real difference to the lives of people in Renfrewshire, helping communities, community groups, schools and individuals. Working together with our colleagues in the community benefit forum and our contractors, we aim to continue to maximise the social value that community benefits can bring.

Once a contract is awarded, the community benefits forum work closely with the Council’s procurement officers to co-ordinate and support the delivery of community benefits. Forum members include officers from the Council’s Economic Development Team, Invest In Renfrewshire, Children Services, and representatives of Developing the Young Workforce and Engage Renfrewshire. As well as monitoring the delivery of community benefits in existing contracts, the forum is a platform to share new Contract Strategies and identify new opportunities for the delivery of community benefits.

The forum has significantly contributed to partnership working with providers, developing supplier capacity, local skills and employability by:

- Encouraging participation in Meet the Buyer events, attendance at workshops supported by Engage Renfrewshire and supporting the Chamber of Commerce mentoring programme;
- Supporting supplier development through the Supplier Development Programme, setting up supplier mentoring sessions and helping small businesses to identify new contract opportunities;
- Supporting school employability programmes helping school leavers to achieve positive destinations through education, employment and training;
- A free vacancy management service provided to advertise employment and work experience opportunities through Invest in Renfrewshire via Twitter;
- Providing opportunities for providers to meet and engage with potential candidates interested in vacancies associated with delivery of contracts.

Provided in Table 4 below is a summary of the community benefit requirements included as part of Renfrewshire Council’s regulated procurements over the last financial year.

Table 4. Summary of Community Benefits

Total number of regulated procurements awarded in 2020/21:	85
Total number of regulated procurements awarded which included community benefits in 2020/21:	48%*
Regulated contracts with a start date in the Financial Year 2020-21**	<ul style="list-style-type: none">- 80 employability opportunities were offered – 6 were delivered <u>and</u> evidenced- 59 educational opportunities offered – 1 delivered <u>and</u> evidenced.- 58 community engagement opportunities offered – 9 delivered <u>and</u> evidenced.- 46 other sustainable opportunities were offered – 3 delivered <u>and</u> evidenced.

* This figure is disappointing and lower than previous years. Analysis of contracts awarded identified the following factors which influenced the percentage figure:

Of the 85 contracts awarded a breakdown of the key reasons for not including scored community benefits is as follows:

- 19 were awarded via Direct Award or Mini Competition under existing framework agreements established by national contracting organisations. The original framework agreements did not include Community Benefits and there was no facility within the Call Off to request Community Benefits;
- 15 contracts were Negotiated without Prior Publication and mandatory community benefits were not included;
- 3 contracts awarded were short term interim contracts pending the letting of a main contract.

**Note: Contracts/Framework Agreements started in the Financial Year 2020/21 may have contract periods which extend past the end of the Financial Year and Community Benefits offered may accumulate to be offered in subsequent financial years.

Section 4 – Supported Businesses Summary

As part of Renfrewshire Council's action plan, it was noted support would continue for the development and growth of Supported Businesses, as well as local SME's, third sector organisations etc.

Supported Business	Renfrewshire Council Involvement
Made by Scotland's Bravest	Renfrewshire Council utilise the Scotland Excel Framework for Road Signage Materials. Royal British Legion Industries Ltd T/A Scotland's Bravest Manufacturing Company is one of a number of suppliers awarded onto this Framework. The Framework allows the Council to procure a range of materials which will support its road maintenance programmes. The Framework commenced on 1 December 2018 for a period of 3 years until 30 November 2021, with an option to extend for a further 1 year until 30 November 2022.
WEEE (Scotland) Limited	Contract for Corporate WEEE recycling

Section 5 – Future Regulated Procurements Summary

Renfrewshire Council's Contract Register is publicly available on Public Contract Scotland <https://www.publiccontractsscotland.gov.uk/> This provides details of regulated contract start and end dates, as well as noting renewal expectations and extension options available.

Contracts which have an expiry date within the next 2 years (whether expiry of initial term or expiry after conclusion of any extension period), have informed the work planner for the next 2 financial years, which can be found in Annex 2 of this Annual Report.

HOUSING REGENERATION AND RENEWAL PROGRAMME

Renfrewshire Council is embarking on an ambitious programme of investment in housing led regeneration and renewal in Renfrewshire. The investment of at least £100 million over a ten year period will deliver modern, high quality, energy efficient, affordable housing.

Contract requirements will include building of new homes; retrofit and refurbishment of existing properties and associated design services.

Main contracting opportunities will be advertised via Public Contracts Scotland supplier portal and the Find a Tender service and all contractors will be encouraged to advertise sub-contracting opportunities locally.

PAISLEY GRAMMAR SCHOOL COMMUNITY CAMPUS

Renfrewshire Council are now tendering for a Multi-Disciplinary Design Team and will shortly commence the tender process for a Main Contractor for the creation of a new Paisley Grammar School Community Campus. The school will be of a passivhaus standard and the school and community campus will contribute to the improvement in learning and wellbeing outcomes for young people and the wider community, helping to support sustainable and inclusive economic growth in Renfrewshire.

Contracting opportunities will be advertised nationally and sub-contracting opportunities will be advertised locally to encourage engagement with local suppliers and contractors.

THE GLASGOW CITY REGION CITY DEAL

The £1.13bn Glasgow City Region City Deal (GCRCD) is an agreement between the UK Government, the Scottish Government and eight local authorities across the Glasgow City Region.

This City Deal will fund major infrastructure projects; create thousands of jobs and assist thousands of unemployed people back into work; improve public transport and connectivity; drive business innovation and growth and generate billions of pounds of private sector investment.

Renfrewshire Council is the lead authority on two City Deal Projects:

Clyde Waterfront & Renfrew Riverside (CWRR)

The CWRR project includes the construction of a new opening bridge across the River Clyde, which will accommodate vehicles, pedestrians and cyclists, and the construction of the Renfrew North Development Road to better link communities and businesses on both sides of the river.

Current programme anticipates construction will begin early 2022 and complete in 2024. There may be sub-contracting opportunities available through the main contractor and information on these opportunities may be found on the Public Contracts Scotland website: <https://www.publiccontractsscotland.gov.uk>

AMIDS Private Sector Partner

Advanced Manufacturing and Innovation District Scotland (AMIDS) will provide a high-quality, campus-style environment focused on collaboration between ambitious companies and academia to invest in and use best practice to transform manufacturing processes – ensuring Scotland's manufacturing sector is competitive on an international stage. The Council intends to commence a competitive dialogue process in Autumn 2021 to identify a Private Sector Partner to take forward the development of AMIDS with the Council.

AMIDS South

The Council has been successful in obtaining £38.7m of Levelling Up Funding from the UK Government for the AMIDS South Project. The AMIDS South project will provide a gateway route from Paisley town centre along Abercorn Street, Harbour Road and Inchinnan Road to Glasgow Airport and the manufacturing district AMIDS, includes new cycle routes and landscaping as well as a bridge crossing at Paisley Harbour for pedestrians, cyclists and road traffic. Also included is an east-west road link from Renfrew Road joining onto the new route, increasing connectivity to the manufacturing district and improving accessibility to the proposed new Paisley Grammar community campus, West College Scotland, Gallowhill area factory and businesses in the Abercorn area. Traffic calming works on Love Street will improve the environment for local residents and pedestrians, the area benefiting from a reduction in traffic flow due to the new routes. The project also includes measures to improve walking and cycling along Greenock Road between Inchinnan Business Park and AMIDS.

Additional information on AMIDS can be found here: <https://paisley.is/invest/amids/>

CULTURAL INFRASTRUCTURE PROJECTS

In collaboration with a range of partners, the Council has been implementing a cultural led economic regeneration programme within Paisley town centre. The next phase of the programme was approved by Council in September 2017, with £100 million investment to progress the delivery of the long term strategic regeneration agenda for Paisley town centre. These investment proposals will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.

Projects include:

Paisley Museum - a £42m transformation into an international-class destination showcasing the town's unique heritage and collections, predicted to bring around 125,000 visitors a year into the town centre.

Paisley Town Hall - a £22m internal refurbishment to become one of the landmark entertainment venues in the West of Scotland. The redesign will broaden the range of events the town hall can offer, and transform the performance facilities and visitor experience, as well as improved catering and conference facilities, better physical access, and replacement of the mechanical and electrical systems.

Learning and Cultural Hub - a fully-accessible and digitally-connected space housing the town's library collections and a modern educational resource for the area's pupils, students and adults in the heart of the High Street.

Paisley Arts Centre - a £2.8m upgrade of the existing building aimed at improving the performance facilities.

Sporting Facilities - work to upgrade the existing sporting facilities at St James Playing Fields and Ferguslie Playing Fields, and add new ones at On-X in Linwood

Public Realm - a £10m budget has been set aside to reimagine some of the town's outdoor events spaces and improve road and transport links.

More information about the Council's plans can be found here: <http://www.renfrewshire.gov.uk/article/7742/100m-infrastructure-investment>

Annual Procurement Report Ownership and Contact Details

Bridget Lambert; *Strategic Procurement Manager*

Email: Bridget.lambert@renfrewshire.gov.uk

Annex 1: Regulated Procurements Awarded in the Period 1 April 2020 – 31 March 2021

TITLE	AWARD DATE	START DATE	END DATE	VALUE	SUPPLIER NAME
Acolaid to Uniform Migration Project	06/08/2020	28/02/2020	28/02/2021	£119,900	Idox Software Limited
Door access and time management system	01/04/2020	01/04/2020	01/04/2027	£659,394	HFX Limited
Traffic Signals Planned and Unplanned Inspection and Maintenance	21/04/2020	13/05/2020	13/05/2024	£800,000	Dynniq UK Ltd
Supply of Lunch Packs	07/04/2020	07/04/2020	06/06/2020	£60,000	Adelie Foods Ltd
Framework Agreement for the Provision of Connectivity as a Service	17/04/2020	20/04/2020	20/04/2035	£100,000,000	Commsworld Ltd
Licensing, Support and Maintenance of Servitor	18/05/2020	01/04/2020	01/04/2021	£55,188	Civica UK Limited
The Supply of Chromebooks	13/05/2020	13/05/2020	13/06/2020	£140,000	XMA Limited
AMIDS DHN Technical Adviser	22/05/2020	22/05/2020	22/05/2021	£142,484	Buro Happold Ltd
AMIDS Commercial Property Adviser	04/06/2020	04/06/2020	04/06/2021	£58,000	Avison Young (UK) Limited)
Removal, Relocation and Warehouse Storage Services	01/06/2020	01/06/2020	01/12/2020	£50,000	Doree Bonner International
Access to Counselling	20/05/2020	26/06/2020	26/06/2023	£885,600	Therapeutic Counselling Services Ltd
Inspect, Maintain and Repair of Fixed and Portable Gym Equipment	26/06/2020	06/04/2020	06/04/2023	£170,000	SportsafeUK
WOW Walk to School Initiative	01/07/2020	01/07/2020	30/06/2021	£60,000	Living Streets Scotland
The Supply of Integrated Payroll, Personnel and HR Software	01/04/2020	01/04/2020	01/04/2025	£187,190	Zellis UK Ltd
The Supply of Chromebooks	13/05/2020	09/07/2020	09/08/2020	£140,000	XMA Limited
Provision of Care at Home Services	25/06/2020	01/04/2020	01/04/2021	£188,000	Roberts Care

TITLE	AWARD DATE	START DATE	END DATE	VALUE	SUPPLIER NAME
Provision of Care at Home Services	25/06/2020	01/04/2020	01/04/2021	£188,000	Caring Hearts Limited
The Provision of a Wide Area Network	04/06/2020	08/06/2020	08/06/2037	£12,982,310	Commsworld Ltd
Internet Connectivity	04/06/2020	15/06/2020	15/06/2037	£95,008	Commsworld Ltd
(UTC) Urban Traffic Control Connectivity and otherwise known as Urban Traffic Control	11/06/2020	15/06/2020	15/06/2037	£1,351,222	Commsworld Ltd
CCTV Connectivity (Public Spaces) also known as Public Space CCTV Connectivity	11/06/2020	15/06/2020	15/06/2037	£906,516	Commsworld Ltd
Award of Support for Children and Families Affected by Abuse - RC-CPU-18-418	24/07/2020	01/01/2019	31/12/2020	£155,270	Children 1st
Hybrid Mail 2020	30/07/2020	04/04/2020	04/04/2022	£960,000	Critiqom Ltd
Award of Mini-Competition Supply and Delivery of Personal Protective Equipment	08/07/2020	08/07/2020	27/11/2020	£146,126	Bunzl Greenham
Cleaning Equipment	18/08/2020	18/08/2020	18/09/2020	£71,946	Dmg Floorcare Ltd
The Supply of a Desk Booking System	11/09/2020	07/09/2020	07/09/2023	£53,566	Fischer & Kerrn UK Ltd.
Operation and Maintenance of District Heating at Calside Paisley	31/07/2020	21/07/2020	21/07/2024	£1,685,600	Highland Wood Energy Ltd
Advanced Automation Technology	30/09/2020	23/09/2020	23/09/2022	£417,000	Blue Prism Cloud Limited
Maintenance of Business Objects	04/11/2020	14/12/2020	14/12/2021	£53,029	Acuma Solutions Limited
The Supply of 200 HP Elitebooks	13/11/2020	13/11/2020	13/02/2021	£90,428	HP Inc UK Limited
Supply and Delivery of 16T Road Sweeper	06/11/2020	13/11/2020	02/03/2021	£141,708	Johnston Sweepers Limited
Supply and Delivery of Road Mender Vehicle	06/11/2020	13/11/2020	02/03/2021	£111,195	Econ Engineering Ltd
Supply and Fit of Thermal Road Repair System	05/11/2020	06/11/2020	06/11/2023	£69,480	Nu-Phalt Group

TITLE	AWARD DATE	START DATE	END DATE	VALUE	SUPPLIER NAME
12 Tonne Refuse Collection Vehicle	26/10/2020	30/10/2020	30/06/2021	£134,479	FAUN Zoeller UK Limited
Supply and Delivery of 18Tonne Tanker	29/10/2020	30/10/2020	06/08/2021	£158,325	Whale Tankers Limited
Supply of Two Low Floor Buses	09/11/2020	10/11/2020	15/03/2021	£168,134	Woodall Nicholson Limited/Mellor Coachcraft
Small Plant and Tools	27/11/2020	01/12/2020	01/12/2023	£150,000	J.G Martin Plant Hire
The Supply of 336 HP Elitebooks	13/11/2020	27/11/2020	27/02/2021	£151,617	HP Inc UK Limited
Warden Call Maintenance, Servicing and Reactive Repairs	08/12/2020	18/01/2021	18/01/2024	£425,000	OpenView Security Solutions Limited
Corporate Skip Hire and Recycling Service	02/12/2020	07/12/2020	07/12/2022	£500,000	Enva
Term Contract for a Planned Programme of In-Service Inspection and Testing of Electrical Equipment.	10/12/2020	11/01/2021	11/01/2024	£500,000	Norwood Electrical (UK) Ltd
Free Sanitary Products Distribution	26/11/2020	26/11/2020	25/03/2021	£83,500	Hey Girls Cic
Replacement of Modular units to recycling centres	11/12/2020	11/12/2020	11/04/2021	£77,858	Integra Buildings Limited
The Supply of Switches	29/10/2020	29/10/2020	29/11/2020	£109,400	XMA Limited
TC Statutory Maintenance and Reactive Repairs to CCTV, Fire Alarm and Intruder Alarm Systems	16/12/2020	18/01/2021	18/01/2024	£1,000,000	North SV Limited
Treatment of post- consumer recyclate consisting of mixed paper, card and cardboard	30/11/2020	03/12/2020	03/03/2022	£712,783	Regen Waste Limited
Treatment of post-consumer recyclate consisting of Mixed Glass, Cans & Plastic	30/11/2020	07/12/2020	07/03/2022	£345,393	Levenseat Limited
Removal, Relocation and Warehouse Storage Services Framework	21/12/2020	25/01/2021	25/01/2024	£500,000	Clockwork Removals Ltd
The Supply of 200 HP Elitebooks	07/12/2020	07/12/2020	07/06/2021	£103,248	HP Inc UK Limited

TITLE	AWARD DATE	START DATE	END DATE	VALUE	SUPPLIER NAME
The Supply of Laptops	07/12/2020	17/12/2020	17/06/2021	£121,170	Capito Ltd
The Support, Maintenance and Hosting of Business World	30/11/2020	30/11/2020	30/03/2029	£4,750,000	Unit4 Business Software
Employee Benefits	23/12/2020	07/01/2021	06/01/2023	£3,448,500	Edenred (UK Group) Ltd
Debt Recovery and Sheriff Officer Services	21/12/2020	01/01/2021	01/06/2023	£147,000	Walker Love
Asbestos Surveys October 2020 (Lot 1 SXL)	09/11/2020	06/10/2020	05/10/2021	£180,000	Vega Environmental Consultants Ltd
Cash Receipting (Pay360)	12/01/2021	01/04/2021	01/04/2026	£163,030	Capita Business Services Ltd
Work Hub	17/12/2020	06/01/2021	05/01/2024	£171,997	Advanced Business Software And Solutions
Adaptations and Small Repairs Service	30/10/2020	01/11/2020	01/05/2021	£178,000	Bridgewater Housing Association
Asbestos Removal and Disposal	15/02/2021	01/03/2021	31/08/2021	£150,000	Enviraz (Scotland) Limited
Castle Semple Visitor Centre Infrastructure Enhancement Project - Contract Variation	21/09/2020	29/09/2020	29/10/2020	£50,950	Simpson & Brown with Addyman Archaeology
The Provision of Public Wi-Fi	22/01/2021	05/02/2021	05/08/2022	£157,855	Commsworld Ltd
The Supply of 500 Chromebooks	03/02/2021	03/02/2021	03/05/2021	£143,835	XMA Limited
The Supply of 622 Chromebooks	03/02/2021	03/02/2021	03/05/2021	£178,931	XMA Limited
The Supply of 214 HP Elitebooks	04/02/2021	04/02/2021	04/05/2021	£96,565	HP Inc UK Limited
The Supply of 300 HP Elitebooks	04/02/2021	04/02/2021	04/05/2021	£135,372	HP Inc UK Limited
Key Holding Service	18/02/2021	01/03/2021	28/02/2022	£60,000	Profile Security
Appointment of a Strategic Partner to Provide Specialist Design Support	13/01/2021	15/10/2020	15/04/2021	£282,600	Castlerigg Consulting

TITLE	AWARD DATE	START DATE	END DATE	VALUE	SUPPLIER NAME
Provision of OHMS	22/02/2021	01/04/2021	01/04/2022	£115,983	Northgate Public Services (UK) Limited
Provision of Info@Work	22/02/2021	01/04/2021	01/04/2022	£77,659	Northgate Public Services (UK) Limited
Award of Supporting and Sustaining Head Teacher Resilience RC-CPU-19-352	19/02/2021	19/10/2020	18/10/2021	£92,800	Drummond International
Cleaning Services	08/03/2021	09/03/2021	09/10/2021	£189,000	Abby Cleaning (Scotland) Ltd
Paisley Town Hall Re-development Clerk of Works	09/03/2021	10/03/2021	10/10/2022	£137,591	Ross Quality Control Limited
Electronic Suited Key Lock System	18/03/2021	04/05/2021	04/05/2026	£93,234	ASSA ABLOY Ltd
Common Area Asbestos Management Surveys through Renfrewshire	18/03/2021	22/03/2021	22/09/2021	£80,000	Asbestos Analytical Services
Paisley Town Hall Re-development Main Works	29/03/2021	12/04/2021	12/11/2022	£16,042,852	Galliford Try Construction Limited t/a Morrison Construction
Free Sanitary Product Community Distribution	25/03/2021	01/04/2021	31/03/2022	£86,000	Hey Girls Cic
Licensing, Support and Maintenance of Civica APP	31/03/2021	31/03/2021	31/03/2023	£88,642	Civica UK Limited
Apex Asset Management System	26/01/2021	01/04/2021	01/04/2024	£101,612	Rowanwood Professional Services LTD
Licensing, Support and Maintenance of Servitor	30/03/2021	01/04/2021	01/04/2022	£57,948	Civica UK Limited
Supply and Delivery of two (2) John Deere 5100R Tractors	14/12/2020	15/12/2020	31/03/2021	£90,000	J & S Montgomery Limited
Supply & Delivery of Electric Vehicle (Light Vans - 2 Renault Kangoo Combi Vans and 1 Kangoo Van)	31/03/2021	01/04/2021	30/07/2021	£53,264	Parks Motor Group
Landlord Compliance Improvement Plan	01/10/2020	01/10/2020	18/02/2021	£62,050	Savills
Mentoring for Looked After Younger People and Children	17/09/2020	01/07/2020	01/04/2021	£141,991	Aberlour Child Care Trust
Early Learning and Childcare Places	06/08/2020	11/08/2020	11/08/2021	£178,832	Little Stars (Stirling) Ltd

TITLE	AWARD DATE	START DATE	END DATE	VALUE	SUPPLIER NAME
Early Learning and Childcare Places	30/07/2020	11/08/2020	11/08/2021	£178,336	Carli's Kindergarten Linwood Limited
Family Support Services for Children Affected by Disability	04/12/2020	01/12/2020	01/12/2023	£637,299	Action for Children

Annex 2: Potential Future Contract Renewals

Note: The table provided below reflects possible renewals of existing contracts, it does not include new commissions – refer to Section 6.0 Future Opportunities for information regarding potential new contracting opportunities.

This table is an extract from the current Contracts Register held on Public Contracts Scotland, inclusion of the information below does not guarantee renewal of any requirement.

TITLE	START DATE	END DATE	EXTENSION OPTION IF AVAILABLE	CURRENT CONTRACT VALUE
Inspection, Testing and Maintenance of Lightning Protection Systems	24/07/2021	24/10/2021	24/10/21 to 23/01/2022	£10,000
Occupational Health and wellbeing	01/11/2021	31/01/2022		£49,995
Rot Eradication, Timber Preservation and Dampness Control	04/08/2021	03/11/2021		£50,000
Employee Counselling Services	17/11/2021	16/02/2022		£30,000
MTC Flexible Floor Finishes	10/12/2018	10/12/2021		£600,000
Maintenance of Business Objects	14/12/2021	14/12/2022		£53,029
The Supply of Switches	15/04/2022	08/07/2022		£65,009
Measured Term Contract for Legionella Prevention, Control and Risk Management Services	01/01/2017	31/12/2021		£900,000
Award of Confidential Waste Disposal Service	01/01/2019	31/12/2021		£12,000
Winter Maintenance Salt Provision	07/01/2020	31/12/2021		£180,000
Award of Support for Children and Families Affected by Abuse - RC-CPU-20-258	01/01/2021	31/12/2021		£78,873
Payment Processing Services	01/01/2020	01/01/2022		£380,000
Forcepoint Licences	03/01/2021	03/01/2024		£99,900
Supply, Delivery, Installation and Maintenance of Water Coolers & Associated Consumable	10/10/2018	07/01/2022		£50,000
Landscaping Materials Framework	10/01/2020	31/07/2022		£180,000
Framework Agreement for the Supply of Horticultural Materials	14/01/2019	13/01/2022		£180,000
Payment Kiosk	16/01/2017	14/01/2022		£71,000

TITLE	START DATE	END DATE	EXTENSION OPTION IF AVAILABLE	CURRENT CONTRACT VALUE
Award of Election Printing RC-CPU-20-235	20/01/2021	19/01/2022		£49,995
Award of Hire & Maintenance of Self Priming End Suction Pumps	23/01/2020	22/01/2022		£46,566
Provision of a Care at Home and Housing Support Service	25/02/2019	25/02/2022		£25,500,000
The Maintenance of Cisco Networking Equipment	27/02/2022	26/02/2023		£20,799
Key Holding Service	01/03/2021	28/02/2022		£60,000
Treatment of post- consumer recyclate consisting of mixed paper, card and cardboard	03/12/2020	03/03/2022		£712,783
Treatment of post-consumer recyclate consisting of Mixed Glass, Cans & Plastic	07/12/2020	07/03/2022		£345,393
Sensor Monitoring Equipment for Domestic Properties	19/03/2020	19/03/2022	19/03/2023 + 19/03/2024	£1,047,291
Award of Online Mental Health Service RC-CPU-20-394	29/03/2021	28/03/2022		£25,000
Provision of Housing Support Services - Homelessness	30/03/2020	30/03/2022		£1,616,000
Emergency Social Work Services	01/04/2014	31/03/2022		£310,000
Treatment and Disposal of Food Waste	01/04/2018	31/03/2022		£220,000
Treatment and Disposal of Garden Waste	01/06/2018	31/03/2022		£500,000
Treatment of Comingled Food & Garden Waste	01/04/2018	31/03/2022		£5,000,000
Treatment & Disposal of Mechanical Street Sweepings Waste	01/06/2018	31/03/2022		£575,000
Collection of automotive batteries and engine oil	08/07/2018	31/03/2022		£31,040
Award of E-Learning Training and Awareness Software	01/04/2022	31/03/2023		£24,000
Supply, Support and Maintenance of a Social Work Information Management System	01/04/2019	31/03/2022		£752,707
Free Sanitary Product Community Distribution	01/04/2021	31/03/2022		£86,000
Maintenance, Repairs & Replacement of Portable Fire Fighting Equipment	01/04/2021	31/03/2022		£49,999
Scottish Welfare Fund	01/04/2022	31/03/2023		£10,000
Award of Herbicide Control of Grass Verges	26/03/2021	31/03/2022		£27,850
Award of Bowling Green Maintenance	12/04/2021	31/03/2022		£50,000
Specialist Training and Coaching	01/06/2021	31/03/2022		£49,800
Provision of Adaptations and Small Repair Service	01/05/2021	01/04/2022		£337,929

TITLE	START DATE	END DATE	EXTENSION OPTION IF AVAILABLE	CURRENT CONTRACT VALUE
Hybrid Mail 2020	04/04/2020	04/04/2022	03/04/2023 and 03/04/2024	£960,000
Oracle Licensing	06/04/2022	05/04/2023		£27,117
Award of Digital Magazine	09/04/2020	08/04/2022		£38,352
Treatment & Disposal of Industrial Active Waste from HWRC and Mixed Recycling from Special Uplifts	09/04/2018	09/04/2022		£6,500,000
Framework Agreement for Cash Collection Service	26/04/2018	25/04/2022		£486,192
Online school payment and cashless catering	26/04/2018	26/04/2022	26/04/2023	£664,184
Framework Agreement for Catering Services	29/04/2019	28/04/2022		£350,000
Award of Annual Inspection Play Areas Using PSSLive	01/05/2019	30/04/2022		£28,263
Provision of Gas Safety Audits and Associated Services	07/05/2019	06/05/2022		£181,250
MTC for Roller Shutter Maintenance and Repair	13/05/2019	12/05/2022		£134,799
Award of PR Support for Paisley Museum	01/06/2020	31/05/2022		£21,000
Folder Inserter	12/06/2019	11/06/2022		£27,036
Active Multi Asset Investment Manager	01/07/2019	01/07/2022	30/06/2024	£466,370
Care at Home and or Housing Support within a Supported Living Model	01/07/2019	01/07/2022		£90,000,000
Voids and Tenanted Maintenance MTC	06/07/2018	06/07/2022		£12,000,000
Software Asset Management as a Service (SAMaaS)	08/07/2019	08/07/2022		£397,399
SAP Accreditation	17/07/2019	16/07/2022		£25,000
Award of The Supply of Autodesk Licences	18/07/2022	23/07/2023		£23,950
Maintenance and Repairs of Fixed Firefighting Equipment and Smoke Control Systems.	29/07/2019	29/07/2022		£181,000
Award of Media Buying	01/08/2021	31/07/2022		£45,000
Walk to School	01/08/2021	02/08/2022		£134,862
SGN Gas Connections Alterations	03/08/2021	02/08/2022		£180,000
Pump Station Maintenance Services	03/08/2017	03/08/2022		£52,000
The Provision of an Operational Management System	26/08/2019	26/08/2022		£180,000
Vending Machines	01/09/2019	31/08/2022		£72,828

TITLE	START DATE	END DATE	EXTENSION OPTION IF AVAILABLE	CURRENT CONTRACT VALUE
Supportworks Maintenance for Service Desk System	02/09/2021	01/09/2022		£31,273
Building Management System, Bureau Service and Planned Preventative Maintenance (PPM)	05/09/2019	05/09/2022	5/9/23 + 5/9/24	£1,100,000
Advanced Automation Technology	23/09/2020	23/09/2022		£417,000
Oracle Hardware Support	27/09/2022	26/09/2025		£48,000
Festive Lighting 2017 up to 2021	28/09/2017	28/09/2022		£485,377
Provision of an Externally Hosted Website and Intranet	29/09/2017	29/09/2022		£109,975
Elected Member Case Management System	01/10/2022	30/09/2023		£0
Award of Negotiation for the Provision of Residential Care and Nursing Services to Adults under t...	09/10/2017	08/10/2022		£1,800,000
Sheltered Housing Heating MTC	05/11/2019	05/11/2022	5/11/2023 + 5/11/2024	£170,000
Corporate Skip Hire and Recycling Service	07/12/2020	07/12/2022		£500,000
Supply and Delivery of Managed Print Services	01/01/2018	31/12/2022		£2,636,368
Award of Online Accredited Training RC-CPU-19-077	02/12/2019	31/12/2022		£45,000
Microsoft Licensing for Public PCs	01/01/2020	31/12/2022		£31,585
Award of Personal and Social Development Accredited Programme RC-CPU-19-078	28/10/2019	31/12/2022		£29,988
Employee Benefits	07/01/2021	06/01/2023		£3,448,500
Inspection, Testing, Maintenance and Repairs of Passenger Lifts, Stairlifts and Winches.	20/01/2020	20/01/2023		£675,000
Award of Treasury Management Consultancy Services	01/04/2020	31/03/2023		£46,500



To: Finance, Resources and Customer Services Policy Board

On: 10th November 2021

Report by: The Chief Executive

Heading: Contract Authorisation report for Business Gateway Core and Specialist Workshops and Expert Help Services (RC-CPU-21-187)

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 Business Gateway Core and Specialist Workshops and Expert Help Services.
 - 1.2 The recommendation to award a contract follows a procurement exercise which was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts.
 - 1.3 The contract strategy was approved by the Head of Economy and Development, The Chief Economic and Regeneration Officer and the Procurement Operations Manager on the 23rd August 2021.
-

2. Recommendations

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

- 2.1 Award the contract for Business Gateway Core and Specialist Workshops and Expert Services to Lanarkshire Enterprise Services Limited;
 - 2.2 The Contract will be for a period of two (2) years. It is envisaged that the Contract will commence on the 1st January 2022 however, the actual commencement date will be confirmed within the Council's Letter of Acceptance;
 - 2.3 The contract value for the two (2) year period will not exceed £196,000 excluding VAT.
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3. **Background**

- 3.1 Renfrewshire Council requires a single service provider with the capability to deliver a package of services to support the delivery of the core programme of Business Gateway Services in Renfrewshire and some elements of the Business Growth Renfrewshire programme. The services provided will include Core Start Up, Business Base, Specialist Workshops and Expert Help Consultations for growing businesses in areas such as Marketing, Finance, Innovation, Intellectual Property, Business Strategy, Procurement Skills, and Human Resource Management. This project is European funded and therefore required to be published on the Official Journal of the European Union (OJEU). COVID-19 has changed the way that the Council engage with local businesses. Supporting the recovery of the local economy is a key priority and our workshops, surgeries and expert help are important elements of assistance available to support local business sectors and the wider community to move on from the impacts of COVID-19.
- 3.2 The contract notice was dispatched via the Public Contracts Scotland advertising portal on the 24th August 2021 and as the contract is EU funded, the contract notice was published in the Official Journal of the European Union (OJEU) on the 27th August 2021 with a tender submission deadline of 12 noon on 28th September 2021.
- 3.3 During the tendering period, fourteen (14) tenderers expressed an interest in the tender opportunity with two (2) tender submission responses submitted by the tender submission deadline.
- 3.4 The two (2) tenderers confirmed compliance with the minimum selection criteria set out in the Single Procurement Document (SPD) and the published contract notice. The two (2) compliant tenderers were then evaluated against a published set of award criteria, of 60% Quality / 40% Price, by representatives from the Corporate Procurement Unit, ICT and Economic Development.

- 3.5 The scores relative to the Award Criteria for each of the two (2) Tenderers are noted below:

Tenderer	Quality (60%)	Price (40%)	Total Score
Lanarkshire Enterprise Services Limited	56.25%	36.91%	93.16%
CJM Project Financial Management Ltd	38.75%	40.00%	78.75%

- 3.6 The evaluation of the tender submissions received identified that the submission by Lanarkshire Enterprise Services Limited was the most economically advantageous tender.
- 3.7 Community Benefits were requested as part of the procurement process and Lanarkshire Enterprise Services Limited advised within their tender submission that the following Community Benefits would be made available to the Council during the contract:
- 1 x Industry Awareness Events in a School, Invest in Renfrewshire – Employability or Further Education;
 - 1 x Business advice/support to an SME /Social Enterprise/ Voluntary organisation.

Implications of the Report

1. **Financial** – The financial status of Lanarkshire Enterprise Services Limited was assessed by undertaking a Dun and Bradstreet credit assessment which confirmed that Lanarkshire Enterprise Services Limited satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No HR & Organisational development implications have arisen or are anticipated.
3. **Community/Council Planning** –

- Our Renfrewshire is thriving – the services being delivered are within Renfrewshire area and will deliver support to local business within Renfrewshire.
 - Our Renfrewshire is fair - Tenderers were assessed within this procurement process with regard to their approach to ensuring fair working practices throughout their organisation and paying the living wage.
 - Reshaping our place, our economy and our future - Services delivered under this contract offers specialist workshops and expert help that will encourage growth in the Renfrewshire area and help people in Renfrewshire build and develop their business.
 - Working together to improve outcomes – The services delivered helps to improve business within Renfrewshire.
4. **Legal** – This procurement was carried out in accordance with the Public Contracts (Scotland) Regulations 2015 for an above EU Threshold Services Contract and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** – No property/asset implications have arisen or are anticipated.
6. **Information Technology** – Cyber Security was evaluated by the Councils ICT Services and Lanarkshire Enterprise Services Limited has confirmed that they have achieved Cyber Essential Accreditation.
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** – Lanarkshire Enterprise Services Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – This procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in

respect of procurement procedures, efficiency and modern Government.

10. **Risk** – Lanarkshire Enterprise Services Limited insurances were assessed and evaluated by Corporate Risk and met the minimum requirements regarding insurable risk.
- 11 **Privacy Impact** – Following initial discussion with the Council's Information Governance team, a Data Processor Agreement (DPA) was agreed and will be formalised with Lanarkshire Enterprise Services Limited.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
13. **Climate Change** – The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and no climate change implications were noted as part of this Contract.

List of Background Papers

- (a) None

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To: Finance, Resources and Customer Services Policy Board

On: 10 November 2021

Report by: Joint Report by the Chief Executive, the Director of Children's Services and the Director of Environment and Infrastructure

Heading: Contract Authorisation Report for a Framework Contract for Transportation (RC-CPU-20-385)

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 for Transportation (RC-CPU-20-385).
 - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and in compliance with the above GPA threshold Procurement Rules.
 - 1.3 A Contract Strategy was approved by the Head of Schools, the Head of Operations and Infrastructure and the Procurement Manager in March 2021.
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2. Recommendations

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

- 2.1.1 to enter into a Framework Contract for Transportation (RC-CPU-20-385) with the Service Providers listed in Appendix 1 attached to this report;
 - 2.1.2 the maximum total of spend under the Framework Contract of up to £8,000,000 excluding VAT;
 - 2.1.3 a Framework Contract period of 2 years with the option to extend on 2 occasions for a period of up to 12 months on each occasion starting on 20 December 2021;
 - 2.1.4 where the value of any contract to be awarded under the terms of the Framework Contract exceed the GPA threshold for services, authorise the Head of Corporate Governance to award the contract.
- 2.2 It is recommended that the Finance, Resources and Customer Services Policy Board note:
- 2.2.1 that the Framework Contract includes four (4) Lots.
 - 2.2.2 that the Framework Contract is unranked
 - 2.2.3 that the Council has an option to carry out mini-competitions under the Framework Contract to drive best value on large Contracts. Contracts under the Framework Contract will be awarded on a Lot by Lot basis and with the Service Providers awarded onto the specific Lot applicable to the Service required for each Contract.
 - 2.2.4 that the Council has an option to direct award Contracts for Services where continuity of Service is essential for Service Users.

3. **Background**

- 3.1 The Council has a requirement to provide transportation with or without escort for children with additional support needs (ASN) to and from their home address and school as well as protected adults. There is also a requirement for ad hoc bus and taxi/private hire services which may be required from time to time.
- 3.2 The Framework Contract will be formed under the Council's General Conditions of Contract. All Call-offs from the Framework Contract will be governed by the Council's Standard Terms of Appointment including the Council's Special Conditions of Contract.
- 3.3 The Framework Contract will have four (4) Lots as detailed below:

Lot 1 – ASN Buses
Lot 2 – ASN Taxis/Private Hire
Lot 3 – Ad Hoc Buses
Lot 4 – Ad Hoc Taxis/Private Hire

- 3.4 The Framework Contract was tendered as an above GPA Threshold Services Framework Contract using the Open Procedure. The Contract notice was dispatched via the Public Contracts Scotland portal on 12 July 2021 and advertised in the Find a Tender Service (FTS) on the same date. The tender documents were available for download through the Public Contracts Scotland – Tender portal.
- 3.5 During the tendering period, twenty-eight (28) companies expressed an interest in the Framework Contract. By the closing date set for return of electronic tenders, 12 noon on Monday, 30 August 2021, fifteen (15) companies provided a response and thirteen (13) failed to respond. The Tender Submissions received were evaluated by a panel comprising representatives from Children’s Services and the Corporate Procurement Unit.
- 3.6 The Tenderers were initially evaluated against a pre-determined set of criteria in the form of the Single Procurement Document, SPD (Scotland). All fifteen (15) Tenderers satisfied the Council’s requirements in respect of their responses to the SPD (Scotland).
- 3.7 During the evaluation of the commercial responses, five (5) Tenderers responses could not be fully evaluated and were excluded from the evaluation process due to either an incomplete bid or failing submitting a bid.
- 3.8 The technical and commercial responses of the remaining ten (10) bidders were scored against Award Criteria of 40% technical and 60% commercial. The scores achieved by the Tenderers per Lot are as set out in Appendix 2 (attached to this report).
- 3.9 Tenderers were invited to volunteer Community Benefits. Some Tenderers have committed to the delivery of Community Benefits during the period of the Framework Contract.

Implications of the Report

1. **Financial**
The cost of the Service will be met from revenue funds.
2. **HR & Organisational Development**

Not applicable.

3. **Community/Council Planning –**

Tackling inequality, ensuring opportunities for all – the Framework Contract proposed will support the delivery of this outcome

4. **Legal**

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

5. **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 Service Providers 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 Service Providers 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 this service has been assessed using the Scottish Government Sustainability Test and considered high risk. Service providers awarded a place under this Framework Contract are required at all times to undertake the most direct and safest route possible subject to formal traffic management changes and to minimise the impact their activities have on the environment

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List of Background Papers

None

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Appendix 1

Lot 1 – ASN Buses
Service Provider
Boyds Coach Hire Limited
GMT Travel Limited t/a Westway Coaches
Ian MacMillan t/a Marleigh Hire
Marbill Coach Services Limited

Lot 2 – ASN Taxis/Private Hire
Supplier
Alan Thomson t/a Alan Thomson Taxis
Chester Paul Greig
Ian MacMillan t/a Marleigh Hire
Paisley Cab Co. Ltd. t/a Renfrewshire Cab Company
Robert McCue
Ryan Kidd t/a Ryan Kidd Hires
TOA Cabs Ltd.

Lot 3 – Ad Hoc Buses
Supplier
Boyds Coach Hire Limited
Ian MacMillan t/a Marleigh Hire
Marbill Coach Services Limited

Lot 4 – Ad Hoc Taxis/Private Hire
Supplier
Alan Thomson t/a Alan Thomson Taxis
Chester Paul Greig
Ian MacMillan t/a Marleigh Hire
Paisley Cab Co. Ltd. t/a Renfrewshire Cab Company
Robert McCue
Ryan Kidd t/a Ryan Kidd Hires
TOA Cabs Ltd.

Appendix 2

Lot 1 – ASN Buses			
Tenderer	Price	Quality	Total
Ian MacMillan t/a Marleigh Hire	50.52%	28.75%	79.27%
Boys Coach Hire Limited	60.00%	17.50%	77.50%
GMT Travel Limited t/a Westway Coaches	51.16%	16.25%	67.41%
Marbill Coach Services Limited	35.46%	20.00%	55.46%

Lot 2 – ASN Taxis/Private Hire			
Tenderer	Price	Quality	Total
Alan Thomson t/a Alan Thomson Taxis	60.00%	25.00%	85.00%
Paisley Cab Co. Ltd. t/a Renfrewshire Cab Company	40.76%	37.50%	78.26%
Ian MacMillan t/a Marleigh Hire	41.09%	28.75%	69.84%
TOA Cabs Ltd.	34.47%	27.50%	61.97%
Ryan Kidd t/a Ryan Kidd Hires	29.40%	31.25%	60.65%
Robert McCue	33.19%	26.25%	59.44%
Chester Paul Greig	29.54%	25.00%	54.54%

Lot 3 – Ad Hoc Buses : Route Kirklandneuk 1			
Tenderer	Price	Quality	Total
Marbill Coach Services Limited	60.00%	22.50%	82.50%

Lot 3 – Ad Hoc Buses : Route Bridge of Weir 1			
Tenderer	Price	Quality	Total
Ian MacMillan t/a Marleigh Hire	60.00%	27.50%	87.50%
Marbill Coach Services Limited	53.33%	22.50%	75.83%
Boys Coach Hire Limited	48.00%	18.75%	66.75%

Lot 3 – Ad Hoc Buses : Route Williamburgh 1			
Tenderer	Price	Quality	Total
Marbill Coach Services Limited	60.00%	22.50%	82.50%
Boys Coach Hire Limited	60.00%	18.75%	78.75%

Lot 3 – Ad Hoc Buses : Route Bargarran 1			
Tenderer	Price	Quality	Total

Boyds Coach Hire Limited	60.00%	18.75%	78.75%
Marbill Coach Services Limited	50.77%	22.50%	73.27%

Lot 3 – Ad Hoc Buses : Route St Peters 1			
Tenderer	Price	Quality	Total
Marbill Coach Services Limited	60.00%	22.50%	82.50%
Boyds Coach Hire Limited	51.43%	18.75%	70.18%

Lot 4 – Ad Hoc Taxis/Private Hire			
Tenderer	Price	Quality	Total
Paisley Cab Co. Ltd. t/a Renfrewshire Cab Company	53.59%	40.00%	93.59%
Alan Thomson t/a Alan Thomson Taxis	60.00%	23.75%	83.75%
Ian MacMillan t/a Marleigh Hire	44.72%	27.50%	72.22%
Ryan Kidd t/a Ryan Kidd Hires	36.56%	35.00%	71.56%
TOA Cabs Ltd.	43.77%	27.50%	71.27%
Robert McCue	39.17%	27.50%	66.67%
Chester Paul Greig	30.32%	27.50%	57.82%



To: Finance, Resources and Customer Service Policy Board

On: 10 November 2021

Report by: The Chief Executive

Heading: Contract Award: Inchinnan Cycleway

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 Inchinnan Cycleway to Luddon Construction Limited. The form of Contract is a NEC3 Engineering and Construction Short Contract as supplemented and amended by the Council specific "Employer's Amendments."
- 1.2** The recommendation to award the Contract follows a procurement exercise conducted via an Open procedure under the Council's Standing Orders Relating to Contracts for below Regulated Threshold Works Contract.
- 1.3** A Contract Strategy was approved by the Programme Director - City Deal and Infrastructure and the Corporate Procurement Manager on 9 September 2021.
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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 Inchinnan Cycleway to Luddon Construction Limited;
- 2.2 Note the anticipated *starting date* is 17 January 2022. The actual *starting date* will be confirmed in the Council's Letter of Acceptance to Luddon Construction Limited. The *completion date* is 26 weeks from the actual *starting date*.
- 2.3 Authorise that the total of the Prices is £946,378.83 excluding VAT.
- 2.4 Authorise the approved Contract value up to £1,343,630 excluding VAT which includes for quantified risk and contingency.

3. Background

- 3.1 This procurement is for the appointment of a Contractor to undertake *works* that involve the widening out of the existing footway provision to form a series of shared and separated footways & cycleways along Greenock Road, Inchinnan. The route, between Inchinnan Drive and a new cycling and pedestrian bridge over the Black Cart river will improve active travel options and enhance safety from Inchinnan Business Park to the Advanced Manufacturing Innovation District Scotland (AMIDS) area. To enable this, the existing carriageway will be narrowed, and the speed limit reduced from 50mph to 40mph along Greenock Road.
- 3.2 A contract notice for this tender was published on the Public Contracts Scotland advertising portal on Thursday 9 September 2021 with the tender documentation available for downloading from the Public Contract Scotland-Tender platform on this date.
- 3.3 During the live tendering period, twenty nine (29) companies expressed an interest in this opportunity. By the tender return date (14 October 2021 at 12 noon), seven (7) companies submitted a response, five (5) companies declined and seventeen (17) failed to respond.
- 3.4 The seven (7) tender submissions received contained a completed Single Procurement Document (SPD) which was evaluated against a pre-determined set of criteria in the form of the Single Procurement Document (SPD) by representatives from the following Council services: City Deal and Infrastructure team, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.

- 3.5 The seven (7) tender submissions received complied with the minimum selection criteria of the SPD. The seven (7) tender submissions progressed to evaluation of the Award Criteria which were based on a weighting of 30% quality and 70% price. One (1) Tenderer's bid was deemed to be an irregular bid as their commercial submission failed to comply with the procurement documents. As a result, their bid was not considered further.
- 3.6 The scores relative to the Award Criteria for each tender submission are noted below:

		Quality (30%)	Price (70%)	Total (100%)
1	Luddon Construction Limited	21.00%	70.00%	91.00%
2	Hillhouse Quarry Group Limited T/A MacAsphalt	25.20%	63.63%	88.83%
3	JH Civil Engineering Limited	23.95%	64.41%	88.36%
4	John Graham Construction Limited T/A Graham Construction	27.30%	50.26%	77.56%
5	Noel Regan and Sons Building and Civil Engineering Contractors UK Limited	20.45%	53.19%	73.64%
6	Wills Bros Civil Engineering Limited	10.75%	46.17%	56.92%

- 3.7 The evaluation of tender submissions received identified that the tender submission by Luddon Construction Limited was the most economically advantageous to the Council.
- 3.8 Community Benefits were sought for this Contract and Luddon Construction Limited has committed to the following:

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age	2
S/NVQ (or equivalent)	2
Industry Awareness Events	2
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	1

Luddon Construction Limited have also offered additional community benefits as part of the Contract which are not included on the Council's community benefit option menu. The additional community benefits offered are:

- Donation to a local foodbank
- Engage with a local charity

Implications of the Report

1. **Financial** – The cost for this Contract will be met from existing City Deal and Infrastructure Capital programme resources.
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 – Luddon Construction Limited has committed to deliver Community Benefits as detailed within section 3.8 of this report.
4. **Legal** - The procurement of this Services Contract has been conducted as a below GPA Threshold Open Procurement Procedure in accordance with Renfrewshire Council's Standing Orders Relating to Contracts.
5. **Property/Assets** -. None
6. **Information Technology** – No Information Technology implications are anticipated.
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the

Council's website.

8. **Health & Safety** - Luddon Construction 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 shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government
10. **Risk** – Luddon Construction Limited's insurances were evaluated by Corporate Risk and met the Council's 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** – The climate risk implications have been assessed using the Scottish Government Sustainability Test and are considered to be low risk.

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To: The Finance, Resources and Customer Services Policy Board

On: Wednesday 10 November 2021

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

Heading: The Provision of Datacentre Services (RC-CPU-21-143)

1. Summary

- 1.1 The purpose of this report is to seek approval of the Finance, Resources and Customer Services Policy Board to award a Call-Off Contract for the Provision of Datacentre Services.
 - 1.2 The procurement exercise was conducted in accordance with the mini-competition and Buyer's Guide of the Scottish Procurement Cloud Services Framework (SP-18-027) and the Council's Standing Orders Relating to Contracts.
 - 1.3 A contract strategy document was approved by the Head of ICT and the Strategic Commercial and Procurement Manager on 25 August 2021.
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2. Recommendations

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

- 2.1 Award a Call-Off Contract for the Provision of Datacentre Services (RC-CPU-21-143) to HFD Datavita Limited following a mini-competition

under the Scottish Government National Framework Cloud Services Framework (SP-18-027).

- 2.2 For an anticipated Call-Off Contract Period of 6 years and 4 months. It is envisaged that the Contract will commence on the 1 December 2021 and will expire on 31 March 2028 however, the actual commencement date will be confirmed within the Council's Letter of Acceptance;
- 2.3 At a contract value of £4,438,632.00 excluding VAT.

3. **Background**

- 3.1 The Council requires a suitably experienced Service Provider for the provision of datacentre services – including Infrastructure as a Service (IaaS); colocation of physical servers; data storage; Backup-as-a-Service; and disaster recovery solutions. The Council's current contract for this range of services is due to expire on 15th October 2022, therefore a new contract must be awarded by December 2021 to enable time for the migration of the current data centre services to this new Service Provider.
- 3.2 The procurement exercise for this contract was conducted as a mini-competition made under the Scottish Government National Framework Cloud Services Framework (SP-18-027) ("the Framework") and in accordance with the procedures for use of frameworks under the Council's Standing Orders Relating to Contracts. The mini-competition was issued via the Public Contracts Scotland – Tender portal on 25 August 2021 with the tender deadline of 22 September 2021.
- 3.3 All thirteen (13) Service Providers on the Framework were invited to tender and by the tender deadline, three (3) responses were received.
- 3.4 All three (3) Service Providers completed an ESPD as part of the tendering process for the Framework.
- 3.5 One (1) of the three (3) tender submissions was deemed non-compliant and was excluded from the evaluation process.
- 3.6 The remaining two (2) tender submissions were evaluated against the Award Criteria of 70% Quality and 30% Price.
- 3.7 The scores relative to the Award Criteria for the tender submissions are noted below:

Tenderers Name	Quality Score (70%)	Price Score (30%)	Total Score (100%)
HFD Datavita Limited	66.00%	30.00%	96.00%
Pulsant Limited	63.75%	24.18%	87.93%

HFD Datavita Limited tender submission was identified as the most economically advantageous tender.

- 3.8 Costs under this Call-Off Contract will be funded by both the ICT revenue budget and ICT capital budget.
- 3.9 HFD Datavita Limited have committed to deliver the following community benefits as part of this Call-Off Contract:

Community Benefit	No of People/ Activity
Job for an unemployed individual	1
Modern Apprenticeship	1
Graduate	1
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Employee • Existing Employee • Supply Chain Employee 	3
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	5
Event to promote supply chain opportunities	1
Financial Support for a Community Project	4
Non financial support for a Community Project	4

Implications of the Report

- Financial** – costs under this Call Off Contract will be funded by both the ICT revenue budget and ICT capital budget.
- HR & Organisational Development** - No TUPE implications for the Council have arisen or are anticipated.

3. **Community/Council Planning –**
 - Working together to improve outcomes – this Call Off Contract will ensure the Council takes advantage of new technologies to deliver better and more efficient services.
4. **Legal** - The procurement exercise was conducted as a mini-competition made under the Scottish Government National Framework Cloud Services Framework (SP-18-027) and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** - Data will be transferred from the incumbent supplier to the new supplier during the implementation phase of this Contract. The Council has determined upon evaluation of the new data hosting solution that the level of risk regarding the transfer of data is low, and that the new environment will not present any risk to our data once transferred.
6. **Information Technology** - This contract will provide a data centre services hosting solution including core infrastructure requirements, back-up services, disaster recovery solutions and connectivity requirements.
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** - health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government

10. **Risk** – HFD Datavita Limited's insurance documents were evaluated by Corporate Risk and met the Council's minimum requirements regarding insurable risk.
11. **Privacy Impact** – A Data Protection Impact Assessment was completed, and a data processing provisions will be agreed with HFD Datavita Limited upon awarding the 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 is considered to be low risk.

List of Background Papers

None

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To: Finance, Resources and Customer Services Policy Board

On: Wednesday 10 November 2021

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

Heading: The Supply and Delivery of Laptops

1. Summary

- 1.1 The purpose of this report is to request that the Finance, Resources and Customer Services Policy Board homologate a decision of the Director of Finance and Resources and Head of Policy and Commissioning to award a Contract on the 7th October 2021 for the Supply and Delivery of Laptops outside the board cycle due to the limited availability and long lead times of IT products due to increased demand since the beginning of the coronavirus pandemic.
- 1.2 This procurement exercise was conducted as a direct award using the Scottish Government single supplier Framework for Mobile Client Devices (SP-19-020).
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2. Recommendations

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

- 2.1 Homologate the decision taken by the Director of Finance and Resources and Head of Policy and Commissioning to award a Contract for the Supply and Delivery of Laptops (800 laptops) to HP Limited.

- 2.2 Note the Contract value will be £373,600.00 excluding VAT.
 - 2.3 Note that the Contract will be in place until full delivery of the 800 laptops is achieved. HP Inc Ltd has advised that the current anticipated lead time for delivery is 29 weeks.
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3. **Background**

- 3.1 The Council requires supply and delivery of 800 laptops for Council staff. Due to increased demand for IT products since the beginning of the Covid-19 pandemic, the lead time for delivery of laptops has been greatly impacted causing major disruption to the Council's laptop replacement programme, as orders placed in October and December of 2020 have only been received in August through to September of 2021. The Council has anticipated that its current stock is likely to deplete by mid-February 2022. Therefore, a decision was taken to place an order for further supply on 7th October 2021 to ensure the Council was in the queue for delivery when laptops become available.
- 3.2 In accordance with Standing Orders relating to Contracts 29.5, The HOPAC has identified that the Framework provides a suitable route to market and provides a facility to make direct awards where best value can be demonstrated. The latest iteration of the Scottish Government single supplier Framework for Mobile Client Devices (SP-19-020) commenced on 16th August 2021 thus products offered under the Framework were reviewed and a specification of laptop meeting the Council's needs was identified. The procurement was conducted as a Direct Award to HP Inc. UK Limited in accordance with the Framework requirements.
- 3.3 The costs in respect of this contract will be funded from the ICT capital budget.
- 3.4 The Buyers Guide for Mobile Client Devices (SP-19-020) advised that "HP are committed to investing in Scotland and will provide a range of community benefits via the framework." Therefore, the Council approached HP to ask if they would be willing to offer the Council community benefits specifically to this call-off contract. HP advised that while they are working on a programme for delivery of Community Benefits for Scottish Government under the Framework, they will be willing to work with the Council to dedicate some of the Community Benefits specifically to this contract and ensure that the delivery of those Community Benefits takes place in Renfrewshire.

Implications of the Report

1. **Financial** - Costs in respect of this Contract will be funded from the ICT Capital budget.
2. **HR & Organisational Development** - No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning –**
 - **Working together to improve outcomes** – this Contract will ensure the Council continues to provide good quality services.
4. **Legal** - This procurement was carried out in accordance with the Public Contracts (Scotland) Regulations 2015.
5. **Property/Assets** - The Council will have ownership of 800 laptops once received.
6. **Information Technology** - This contract will ensure continuation of the supply of laptops for Renfrewshire Council staff.
7. **Equality & Human Rights -**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – HP Inc Limited's health and safety credentials were assessed by Scottish Procurement as part of the evaluation for the Framework.

9. **Procurement** – The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – HP Inc Limited's insurance policies were assessed by Scottish Procurement as part of the evaluation for the Framework. All suppliers on the Framework are expected to maintain the relevant insurance policies for the duration of the Framework period.
11. **Privacy Impact** - No Privacy Impact Assessment requirements were identified within this procurement.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
13. **Climate Risk** – The level of impact associated with provision of this service has been assessed using the Scottish Government Sustainability Test and is considered to be low risk.

List of Background Papers

Board Report for the Supply and Delivery of 400 Laptops – approved at Finance, Resource and Customer Service Policy Board on 31 March 2021

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