

Notice of Meeting and Agenda Environment Policy Board

Date	Time	Venue
Wednesday, 18 May 2016	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Derek Bibby: Councillor John Caldwell: Councillor Margaret Devine: Councillor Audrey Doig: Councillor Eddie Grady: Provost Anne Hall: Councillor James MacLaren: Councillor Kenny MacLaren: Councillor Marie McGurk: Councillor Iain McMillan: Councillor Will Mylet: Councillor Iain Nicolson:

Councillor Eddie Devine (Convener): Councillor Christopher Gilmour (Depute Convener):

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Items of business

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.

- | | | |
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| 1 | Revenue Budget Monitoring Report | 5 - 10 |
| | Joint report by the Directors of Finance & Resources and Community Resources | |
| 2 | Capital Budget Monitoring Report | 11 - 16 |
| | Report by the Director of Finance & Resources | |
| 3 | Best Bar None | 17 - 22 |
| | Report by the Director of Community Resources | |
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| 5 | Service Improvement Plan 2015/16 to 2017/18 Outturn Report to 31 March 2016 | 47 - 76 |
| | Report by the Director of Community Resources | |
| 6 | Health and Safety Plan 2016 | 77 - 94 |
| | Report by the Director of Community Resources | |
| 7 | Operational Performance Report | 95 - 104 |
| | Report by the Director of Community Resources | |
| 8 | Implementation of Universal Free School Meals for P1-P3 Year One Update | 105 - 114 |
| | Report by the Director of Community Resources | |

9 Responsible Dog Ownership Strategy

115 - 120

Report by the Director of Community Resources

EXCLUSION OF PRESS AND PUBLIC

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraphs 8 and 9 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

10 Catering Budget Monitoring Report

11 Roads Budget Monitoring Report

12 Vehicle Maintenance Budget Monitoring Report

To: Environment Policy Board

On: 18 May 2016

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

Heading: Revenue Budget Monitoring to 4 March 2016

1. Summary

- 1.1 Gross expenditure is £149,000 (0.3%) higher than budget and income is £149,000 (1.8%) more than anticipated which results in a net breakeven position for those services reporting to this Policy Board. This is summarised over the relevant services in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Community Resources	Breakeven	-	Breakeven	-

2. Recommendations

- 2.1 Members are requested to note the budget position
- 2.2 Members are requested to note there have been net budget realignments of (£15,176) processed since the last report related to the reallocation of previously agreed savings.
-

3. Community Resources

Current Position:	Breakeven
<i>Previously Reported:</i>	<i>Breakeven</i>

3.1 **Refuse Collection**

Current Position:	Net overspend of £58,000
<i>Previously Reported:</i>	<i>Net overspend of £39,000</i>

The overspend is mainly due to lower income from trade waste and special uplifts and a small overspend on employee costs which are partly offset by underspends on supplies and services and transport costs.

3.2 **School Crossing Patrol**

Current Position:	Net underspend of £27,000
<i>Previously Reported:</i>	<i>Net underspend of £23,000</i>

The underspend is due to lower than budgeted employee costs.

3.3 **Regulatory Services**

Current Position:	Net underspend of £36,000
<i>Previously Reported:</i>	<i>Net underspend of £23,000</i>

The underspend is due to levels of staff turnover and lower than budgeted employee costs.

3.4 **Cleaning and Janitorial**

Current Position:	Net underspend of £31,000
<i>Previously Reported:</i>	<i>n/a</i>

The underspend is due to lower than anticipated spend on supplies and services.

3.5 **Land Services**

Current Position:	Net overspend of £85,000
<i>Previously Reported:</i>	<i>Net overspend of £35,000</i>

The overspend is due to lower recreational and cemetery income.

3.6	Renfrewshire Wardens	
	Current Position:	Net underspend of £49,000
	Previously Reported:	<i>Net underspend of £28,000</i>

The underspend is due to underspends on employee costs and administration costs.

3.7 **Projected Year End Position**

It is currently forecast that Community Resources will break even at year end.

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for 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** – none

11. **Privacy Impact** - none

List of Background Papers

None

Authors: Debbie Farrell, Finance Business Partner
 (Community Resources), Ext.7536
 David Forbes, Finance Manager, Ext.6424

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 04 March 2016

POLICY BOARD : ENVIRONMENT

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	24,476	22,102	23,006	(603)	22,403	(301)	-1.4% overspend
Property Costs	1,506	1,145	1,558	(398)	1,160	(15)	-1.3% overspend
Supplies & Services	4,380	3,289	3,527	(306)	3,221	68	2.1% underspend
Contractors and Others	18,935	16,868	14,557	1,933	16,490	378	2.2% underspend
Transport & Plant Costs	5,017	4,339	4,346	(78)	4,268	71	1.6% underspend
Administration Costs	11,084	438	394	96	490	(52)	-11.9% overspend
Payments to Other Bodies	3,426	3,407	3,400	7	3,407	0	0.0% breakeven
CFCR	0	0	0	0	0	0	0.0% breakeven
Capital Charges	7,125	0	0	0	0	0	0.0% breakeven
GROSS EXPENDITURE	75,949	51,588	50,788	651	51,439	149	0.3% underspend
Income	(19,161)	(8,456)	(8,193)	(114)	(8,307)	(149)	-1.8% under-recovery
NET EXPENDITURE	56,788	43,132	42,595	537	43,132	0	0.0% breakeven

£000's

0.0%

Bottom Line Position to 04 March 2016 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 04 March 2016

POLICY BOARD : ENVIRONMENT

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
MSS	52	3,014	3,052	(38)	3,014	0	0.0%	breakeven
Refuse Collection	4,540	3,280	3,977	(639)	3,338	(58)	-1.8%	overspend
School Crossing Patrol	668	544	517	0	517	27	5.0%	underspend
Regulatory Services	2,269	1,131	1,111	(16)	1,095	36	3.2%	underspend
Refuse Disposal	8,038	7,376	7,542	(166)	7,376	0	0.0%	breakeven
Steetscene	6,694	4,581	4,574	7	4,581	0	0.0%	breakeven
Cleaning & Janitorial	7,717	6,300	6,490	(221)	6,269	31	0.5%	underspend
Catering Client	4,782	4,394	2,813	1,581	4,394	0	0.0%	breakeven
Land Services	795	(318)	(319)	86	(233)	(85)	-26.7%	under-recovery
Transport	1,560	1,090	1,177	(87)	1,090	0	0.0%	breakeven
Renfrewshire Wardens	2,683	2,161	2,024	88	2,112	49	2.3%	underspend
Civil Contingencies Service	111	0	46	(46)	0	0	0.0%	breakeven
Maintenance	8,920	3,254	3,230	24	3,254	0	0.0%	breakeven
Flooding	372	133	140	(7)	133	0	0.0%	breakeven
Structures	307	146	159	(13)	146	0	0.0%	breakeven
Street Lighting	3,019	1,992	1,979	13	1,992	0	0.0%	breakeven
Traffic Management	1,644	983	996	(13)	983	0	0.0%	breakeven
Traffic & Transport Studies	0	415	415	0	415	0	0.0%	breakeven
Parking of Vehicles	(738)	(690)	(727)	37	(690)	0	0.0%	breakeven
Trunk Road	0	0	53	(53)	0	0	0.0%	breakeven
SPTA	3,355	3,346	3,346	0	3,346	0	0.0%	breakeven
NET EXPENDITURE	56,788	43,132	42,595	537	43,132	0	0.0%	breakeven

£000's

0
0

Bottom Line Position to 04 March 2016 is breakeven of
Anticipated Year End Budget Position is breakeven of

To: ENVIRONMENT POLICY BOARD

On: 18 MAY 2016

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 4th March 2016 totals £10.752m compared to anticipated expenditure of £10.664m for this time of year. This results in an over-spend position of £0.088m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Community Resources	£0.088m o/spend	1% o/spend	£0.026m u/spend	0% u/spend
Total	£0.088m o/spend	1% o/spend	£0.026m u/spend	0% u/spend

- 1.2 The expenditure total of £10.752m represents 79% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. Recommendations

- 2.1 It is recommended that Members note this report.

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Community Resources.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 4th March 2016, and is based on the Capital Investment Programme which was approved by members on 12th February 2015, adjusted for movements since its approval.
-

4. **Budget Changes**

- 4.1 Since the last report there have been budget changes totalling £0.170m reflecting the following:
- Budget being re-profiled from 2015/16 to 2016/17:
 - Street Lighting Investment Strategy (£0.278m) reflecting a change in expected timescales for part of the works with no significant change to the project end date.
 - Improving Community Safety (CCTV) (£0.027m) reflecting the remaining underspend on the project.
 - North Renfrew Flood Prevention Scheme (£0.041m) which reflects a timing issue and does not affect the end date of the project.
 - The accumulated total of re-profiling of budgets in a number of smaller projects (£0.029m).
 - Additional funding in 2015/16:
 - Vehicle Replacement Programme (£0.070m) reflecting grant funding received for electric vehicles.
 - Electric Vehicle Charging Points (£0.035m) reflecting grant funding received for electric vehicle charging points.
 - Improving Community Safety (CCTV) (£0.100m) reflecting the contribution to the project from Police Scotland.

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –
Greener - Capital investment will make property assets more energy efficient.
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** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.

List of Background Papers

- (a). Capital Investment Programme 2015/16 & 2016/17 – Council, 12th February 2015.

The contact officers within the service are:

- Debbie Farrell (Financial & Resource Services Manager, Community Resources)

Author: *Geoff Borland, Principal Accountant, 0141 618 4786, geoffrey.borland@renfrewshire.gov.uk.*

Appendix 1

CAPITAL PROGRAMME 2015/16 - BUDGET MONITORING REPORT TO 4 MARCH 2016 (£000s)

POLICY BOARD Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 4-Mar-16	Spent to 4-Mar-16	Variance to 4-Mar-16	% variance	Unspent Cash Flow For Year	% Cash Spent
<i>Environment</i> Community Resources	10,142	13,669	13,669	10,664	10,752	-88	-1%	2,917	79%
TOTAL	10,142	13,669	13,669	10,664	10,752	-88	-1%	2,917	79%

TO: ENVIRONMENT POLICY BOARD

ON: 18 MAY 2016

REPORT BY: DIRECTOR OF COMMUNITY RESOURCES

HEADING: BEST BAR NONE RENFREWSHIRE

1. Summary

- 1.1 Best Bar None is a national scheme which aims to raise standards in the licensed trade sector and reward excellence for venues that attain the Award standard. The scheme is delivered at a local level by partnerships between the industry, local authorities and regulatory agencies. Best Bar None Awards are based on core national standards, reflecting the five licensing objectives. The scheme recognises best practice, and rewards venues that provide a safe and welcoming environment for local residents to enjoy responsible drinking.
- 1.2 Best Bar None is a significant contributor to the Public Protection agenda. It promotes best practice across local premises in relation to the management of premises and customer service. As Renfrewshire Council pursues the regulation of town centres and in Paisley the 2021 City of Culture Bid, best bar none can help to ensure that good and safe, well managed premises that contribute particularly to the development of the night time economy, promoted and supported by all partners, the Police, Regulatory Services and Environmental Health.
- 1.3 Best Bar None Renfrewshire is administered locally by Community Resources, with valued support provided by partners in other Council services, Police Scotland and the Scottish Fire & Rescue Service. The Renfrewshire scheme has recently completed its fourth cycle of Awards, with 13 licensed premises throughout Renfrewshire attaining accreditation standard in 2015-16.
- 1.4 The continued development and further promotion of the Best Bar None event aligns with the Council priorities of regeneration of our town centres and the stimulation of

the night time economy in line with the bid for Paisley 2021. The expansion of the Best Bar None scheme will also assist with Paisley's bid for Purple Flag status which is awarded to those towns and cities that meet or surpass standards of excellence in stimulating the night time economy by having a town centre which is vibrant, safe, well managed and offers a positive experience to customers.

- 1.5 The national Best Bar None Scotland Awards were held on 24 March 2016. Five Renfrewshire venues from the 2015-16 cycle of the scheme were short-listed as national finalists this year – a very strong result that reflects well on the quality of participating venues in Renfrewshire.
- 1.6 To encourage greater local uptake and provide additional opportunities to showcase the range and quality of premises across Renfrewshire, it is proposed that 5 new local award categories are introduced for the 2016-17 cycle, due to launch in August 2016. The new categories proposed are detailed below:
 - Best Restaurant,
 - Best Family Establishment,
 - Most Improved Venue,
 - Best Premises Manager, and
 - People's Choice.
- 1.7 The objectives in expanding the categories are to support and promote a wider range of attributes which businesses possess and also to allow businesses to demonstrate how they are contributing to the wider Public Protection and regeneration agenda.

2. Recommendations

It is recommended that the Board;

- 2.1 Approves the proposed new local categories for Best Bar None Renfrewshire 2016-17, and
- 2.2 Notes the progress made with raising the profile of Best Bar None across Renfrewshire.

3. Background

- 3.1 Best Bar None aims to raise standards and reward excellence for those venues that attain the Award standard. It is delivered at a local level by partnerships between the industry, local authorities and Police.
- 3.2 The scheme is nationally administered by the Scottish Business Resilience Centre and run locally by an area co-ordinator. The scheme is sponsored by Diageo, Molson Coors, Heineken, Tennents, Maxxium UK and Chivas Brothers and is

supported corporately by the Scottish Government, Police Scotland, Scottish Fire & Rescue Service, Belhaven Pubs and the Scottish Licensed Trade Association.

- 3.4 The Renfrewshire scheme is now run by Community Resources, with valued support provided by partners in other Council services, Police Scotland and the Scottish Fire & Rescue Service.
- 3.5 Best Bar None is a significant contributor to the Public Protection agenda. It promotes best practice across local premises in relation to the management of premises and customer service. As Renfrewshire Council pursues the regulation of town centres and in Paisley the 2021 City of Culture Bid, best bar none can help to ensure that good and safe, well managed premises that contribute particularly to the development of the night time economy, promoted and supported by all partners, the Police, Regulatory Services and Environmental Health.
- 3.6 Best Bar None Awards are based on core national standards with local flexibility to ensure they address local needs. The scheme aims to reward premises that provide a safe and welcoming environment for local residents to enjoy responsible drinking. The scheme focuses on public safety and customer care and encourages licensed premises to build positive relationships with regulatory agencies.
- 3.7 The categories in which venues can apply for accreditation are:
- Independent Pub
 - Independent Bar
 - Pub
 - Bar
 - Nightclub
 - Hotel Bar
 - Specialist Entertainment Venue
- 3.8 All venues must meet a minimum standard, and if successful are awarded a 'Bronze', 'Silver' or 'Gold' Award in their category. Applications and assessments are considered against the five licensing objectives, namely:
- Prevention of Crime & Disorder,
 - Securing Public Safety,
 - Preventing Public Nuisance,
 - Protecting and Improving Public Health and
 - Protecting Children from Harm.
- 3.9 A Judging Panel meets to determine the appropriate level of award for each venue, to choose the overall local category winners and any special award winners. Special awards have previously been awarded for the following nationally set categories:
- Best Use of Innovation
 - Best Public Health Initiative

- Heart of the Community
 - Best Newcomer
- 3.10 Local Awards are presented to all accredited premises, with category winners being announced at the local Awards Ceremony. Category winners are then nominated for national awards, and if short-listed can go on to represent the Renfrewshire scheme at the Best Bar None Scotland Awards, held each March.
- 3.11 To encourage greater local uptake and provide additional opportunities to showcase the range and quality of premises across Renfrewshire, it is proposed that 5 new local award categories are introduced for the 2016-17 cycle, due to launch in August 2016. The new categories proposed are detailed below:
- Best Restaurant,
 - Best Family Establishment,
 - Most Improved Venue,
 - Best Premises Manager, and
 - People's Choice.
- 3.12 The objectives in expanding the categories are to support and promote a wider range of attributes which businesses possess and also to allow businesses to demonstrate how they are contributing to the wider Public Protection and regeneration agenda.
-

Implications of the Report

1. **Financial** - none.
2. **HR & Organisational Development** - none.
3. **Community Planning**

Jobs and the Economy – Best Bar None Awards recognise well-managed venue and help to support a thriving trading environment.

Safer and Stronger – Best Bar None venues must meet a recognised national standard, which residents and visitors recognise as providing a safe and place to socialise and enjoy responsible drinking.
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** - none.
10. **Risk** – none.
11. **Privacy Impact** – the proposed new categories will not require the Council to gather any additional personal or sensitive data, than is already gathered in the course of the administration of this scheme. .

List of Background Papers - none

Author: Oliver Reid, Head of Public Protection
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TO: ENVIRONMENT POLICY BOARD

ON: 18 MAY 2016

REPORT BY: DIRECTOR OF COMMUNITY RESOURCES

HEADING: COMMUNITY RESOURCES RISK REGISTER, APRIL 2016

1. Summary

- 1.1 In keeping with 'Risk Matters', the council's combined risk management policy and strategy, the Community Resources risk register is refreshed on an annual basis
 - 1.2 This paper presents the Community Resources risk register from April 2016 (Appendix 1) to the Board for approval.
-

2. Recommendations

- 2.1 It is recommended that the Environment Policy Board approves the Community Resources Risk Register, April 2016.
-

3. Background

- 3.1 The business and social environment that the council operates within continues to be a challenging and dynamic one. The proposed Community Resources risk register from April 2016 must continually evolve in order to keep pace with, and accurately reflect the ongoing financial challenges and the council's key priorities and key challenges.
- 3.2 The council actively promotes sensible risk management practice. In doing so the council aims to deliver high quality services for all service users, achieve high standards of performance and provide a safe environment for those it employs, contracts or partners with in providing a wide range of services.

- 3.3 The process to identify key risks seeks to focus on the significant challenges and uncertainties that may impact on the council's ability to deliver its key priorities and the risks are aligned to the themes of the council's business plan.
- 3.4 The resulting Community Resources risk register is used to record, monitor and review the management of the key risks.
- 3.5 The risks have been evaluated using the council's risk matrix and involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High/ very high risks are viewed as significant. The profile of the Community Resources risk register going forward from April 2016 is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

- 3.6 In appraising the proposed risk register, Community Resources have identified those risks that they perceive to be the 'top seven' for the service. An outline of the current position in relation to each of these risks is provided on pages 9 and 10 of the appendix.

TOP 7 Risk Areas		Likelihood	Impact	Score	Evaluation
1)	Maintenance of roads and footways	04	04	16	High
2)	Public Protection	03	05	15	High
3)	Facilities and Environmental Infrastructure	03	05	15	High
4)	Serious organised crime	03	04	12	High
5)	Community Resources Better Council Change Programme	03	04	12	High
6)	Flood Risk Management	03	04	12	High
7)	Linwood Moss landfill site	03	05	12	High

- 3.7 In preparing this paper for the Board, Community Resources consider that the proposed risk register suitably reflects the service's risk management focus for the forthcoming year.
- 3.8 In relation to individual risks recorded, appropriate control measures are in place to prevent and/ or mitigate adverse effects. Where no new actions are defined for any particular risk, this is indicative of a level of confidence in the current control measures in place and a consequent decision to tolerate the risk at this time. Robust monitoring arrangements are in place to track the progress of planned actions.

Implications of the Report

1. **Financial** - none.
 2. **HR & Organisational Development** - Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.
 3. **Community Planning** - Any risks relating to the Community Planning themes are reflected within Appendix 1.
 4. **Legal** - Any risks that may have legal implications are reflected within Appendix 1.
 5. **Property/Assets** - Any property-related risks are reflected within Appendix 1.
 6. **Information Technology** - Any risks relating to ICT are reflected within Appendix 1.
 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** - Any risks relating to health, safety and wellbeing are reflected within Appendix 1.
 9. **Procurement** - Any risks relating to procurement are reflected within Appendix 1.
 10. **Risk** - The risk scores are believed to be as realistic as possible taking account of the type of risks recorded and the effectiveness of the measures in place to manage them. Although the risks require close monitoring and scrutiny throughout the year, many are longer term risks that are likely to be a feature of the risk register over a number of years.
 11. **Privacy Impact** - Any risks relating to privacy matters are reflected within Appendix 1
-

List of Background Papers

Background Paper 1: Community Resources Risk Register 2016/17

The foregoing background papers will be retained within Community Resources for inspection by the public for the prescribed period of four years from the date of the meeting.

Author: Stephen Heron, Improvement and Development Manager
Stephen.heron@renfrewshire.gov.uk



Community Resources Risk Register

April 2016

Document Title:	Community Resources Risk Register 2016			1
Service:	Community Resources	Lead Author	Stephen Heron, Improvement and Development Manager on behalf of the Director of Community Resources	
Date Effective:	18/05/2016	Review Dates:	Quarterly by CRMG to 31/03/2017	

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2.	The current business environment and key impact areas for Community Resources.....	4
3.	Community Resources risk profile and Top Risks going forward from April 2016.....	7

Document Title:	Community Resources Risk Register 2016			2
Service:	Community Resources	Lead Author	Stephen Heron, Improvement and Development Manager on behalf of the Director of Community Resources	
Date Effective:	18/05/2016	Review Dates:	Quarterly by CRMG to 31/03/2017	

1. Summary update on previous year's Community Resources Risk Register

1.1 When the 2015/16 Community Resources risk register was approved by Board on 13 May 2015, 18 risks were recorded and the evaluation of the risks at that time outlined Community Resources risk profile as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

1.2 In relation to the service's capacity and tolerance for risk this indicated that the service had identified 18 risks (moderate and high) that could be tolerated, with none being considered very high.

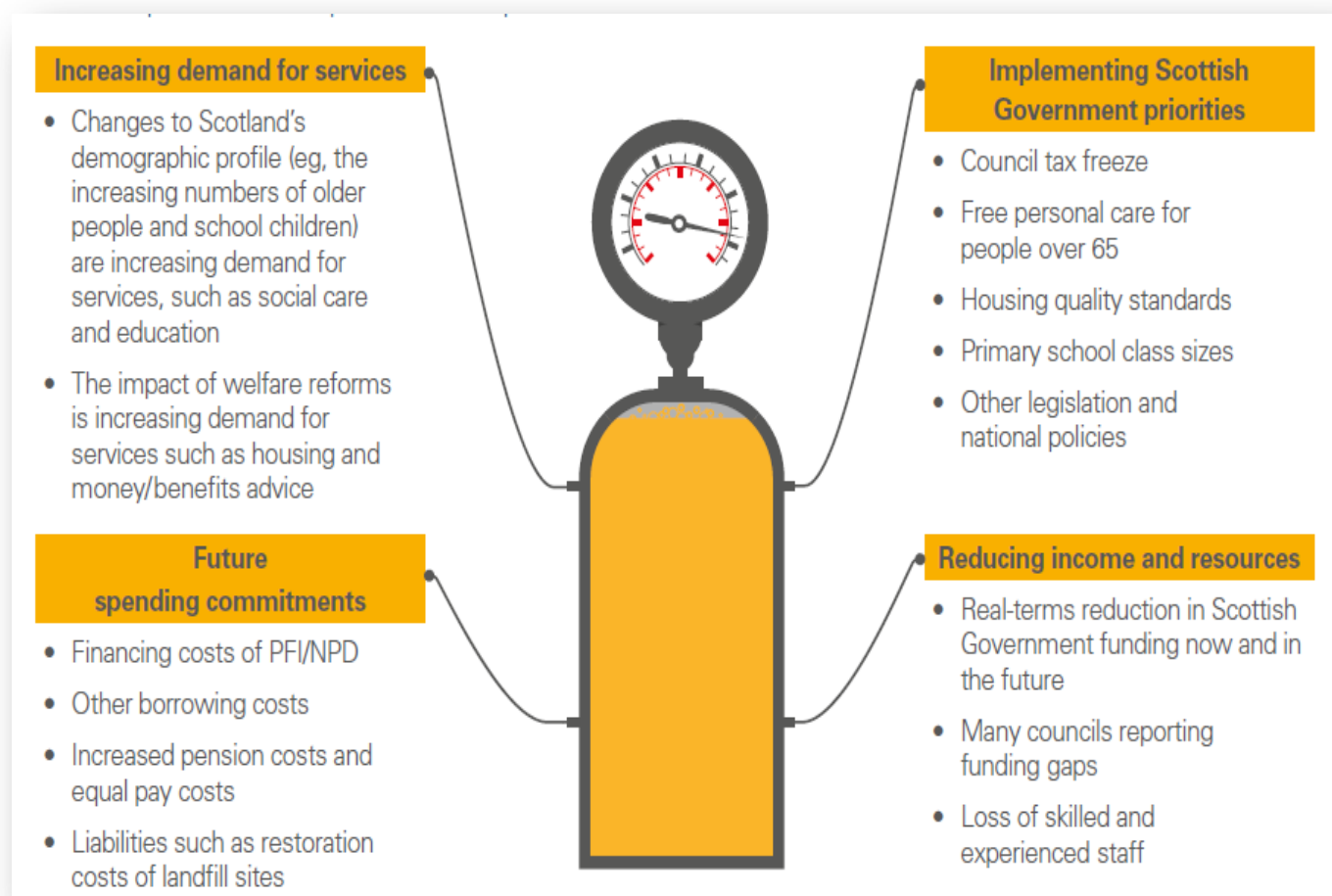
1.3 Community Resources, in consultation with the corporate risk management group, has agreed that a number of the risks from the 2015/16 corporate risk register remain core issues for the service to address. The risks therefore continue to be reflected within the revised service risk register in order to be effectively managed in order to support Community Resources objectives.

1.4 It should be noted that the cost of controlling the risks and undertaking further action have been met within budget and the service has therefore continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.

Document Title:	Community Resources Risk Register 2016			3
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2. The current business environment and key impact areas for Community Resources

2.1 In “An overview of local government in Scotland 2015,” Audit Scotland explains that “for the last five years councils have had to cope with managing austerity, reducing resources, increasing demand for services, and ever increasing public expectations.”



2.2 In the Assurance and Improvement Plan for Renfrewshire, Audit Scotland explains “Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda.”

2.3 As part of the Better Council Change Programme, there are a number of strategic reviews which have led to the integration of Hard and Soft Facilities Management (FM) within Community Resources. Hard FM, includes Building Services and the planned reactive maintenance element of Corporate Landlord, with Soft FM being catering, cleaning and integrated janitorial services. The new integrated service has been in operation since 1 April 2015 and as such the structural and operational reviews have been highlighted within the service risk register. In addition, Community Resources has also taken on responsibility for delivery of the integrated Civil Contingencies Service across the three council's which has resulted in the service risk register being amended to reflect the changes.

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2.4 The service risk register is robustly reviewed and revised as necessary to ensure that it suitably reflects the current business environment for the service whether aligned to the corporate priorities or inherent in the current day to day business environment of the service.

2.5 As in previous years, a number of methods have been employed to stimulate a thorough approach to identifying the service risks. These are outlined in Table 2.5.1 below.

Table 2.5.1: Methodology for identifying corporate risks

✔ Consultation	(1) The Community Resources Senior Leadership Team review the risk register on a regular basis (2) Appraisal of service priorities to identify key challenges for delivery that may result in significant impact to central resources
✔ Benchmarking	(3) The corporate risk management group provides an opportunity for discussion and benchmarking with other services in the Council (4) Other public sector risk registers available in the public domain
✔ Review of key reports specific to the council	(5) Audit Scotland: Renfrewshire Council Assurance and Improvement Plan 2014–17 (6) Audit Scotland: Renfrewshire Council, Annual report on the 2014/15 Audit (7) A Better Future, A Better Council – A Better Future, A Better Council – Progress report to Council, Dec 2015
✔ Review of key external reports	(8) Audit Scotland: An overview of local government in Scotland 2016
✔ Consideration of legislative changes	No material legislative changes at this time (that the council is not already addressing)

2.6 While the majority of the risks that feature in the revised service risk register have been rolled forward from 2015/16, the focus and scoring of some has been revised to ensure they accurately take account of any changes in context. In some cases, certain matters which were incorporated within risks have now emerged as risks requiring focus in their own right and this has resulted in an expanding service risk register for 2016 onwards.

2.6.1 New risks coming onto the service risk register

Facilities and Environmental Infrastructure – The risk is included as part of the Council's corporate risk register, however in order to deliver the key operational activities it has also been included in the service risk register.

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2.6.2 Risks moving off the Community Resources risk register

None.

2.6.3 Risks with updates to definition or change in focus:

- Public Protection – The context and focus of this risk have been updated to reflect the delivery arrangements for Public Protection from Community Resources.

2.7 The Community Resources risk register continues to bring to sharp focus the significant risk facing the service and this should be balanced with recognition of the benefits that also continue to be delivered. As with previous years, the risk register continues to be aligned with the themes of the council's business plan:

 Better Future	 Increased, sustainable investment in our economy	 Reduction in the causes and impact of poverty
	 Improved health, well-being and life chances for Children and Families	 A safer and stronger Renfrewshire
	 Improved support to vulnerable adults	
 Better Council	 A sustainable council	 Improved information through better technology
	 Effective change management	 Smarter use of assets
	 Putting customers first	 Communication and engagement
	 Investment in our people	
 A High Performing Council	 Governance and assurance	 Managing our performance

2.8 Many of the service risks continue to be inter-related and inter-dependent. Given the interdependencies between the council's opportunities, risks and benefits, the oversight that the Community Resources Senior Leadership Team and the Corporate Risk Management Group applies on an ongoing basis in terms of close monitoring and review of the corporate risks and progress of associated action, is essential for understanding the complexity of the current risk environment of the council, particularly during a continued period of challenge and considerable organisational change.

2.9 On the basis of the review of the business context for the council, Community Resources, in consultation with the Corporate Risk Management Group has therefore agreed the key risks to be recorded within the Community Resources risk register going forward from April 2016.

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3. Community Resources risk profile and Top Risks going forward from April 2016

3.1 The detailed Community Resources risk register from April 2016 is provided in the attached appendix. The risk register is set out with risks aligned to the themes of the new council's business plan.

3.2 By way of summarising the information contained within the detailed risk register, the remainder of this section provides:

- Table 3.2.1: the service risk profile in terms of low, moderate, high and very high risks
- Table 3.2.2: all service risk areas ranked in descending order of significance;
- Table 3.2.3: Community Resources TOP 7 risks with a brief narrative overview

Table 3.2.1: Corporate Risk Profile

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	10	0	18

*Refer to Table 3.2.3 for details relating to the very high risk

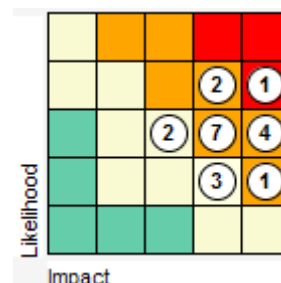


Table 3.2.2: Community Resources risk areas in order of significance

Risk areas	Likelihood	Impact	Score	Evaluation
3) Failure to provide safe and well maintained roads and footways	4	4	16	High
13) Failure to effectively lead on the Public Protection agenda may place the Council at risk	3	5	15	High
14) Enhance the Council's approach to addressing serious organised crime, terrorism, insider threat and corporate fraud	3	4	12	High
16) Deliver the Community Resources Better Council Change Programme	3	4	12	High
12) Fulfil the requirements of the Flood Risk Management Act	3	4	12	High
2) Failure to adequately manage the Linwood Moss Landfill Site	3	4	12	High
6) Failure to provide street lighting in a sustainable and economically effective manner will have a financial and environmental impact	3	4	12	High
7) Inadequate maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures	3	4	12	High

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Risk areas	Likelihood	Impact	Score	Evaluation
4) Failure to Maintain Assets, prevention of confidential information being lost or insufficient monitoring of contracts	3	4	12	High
18) Monitor and regulate air quality levels across Renfrewshire	4	3	12	High
1) Failure to comply with the Waste (Scotland) Regulations 2012	3	3	9	Moderate
5) Failure to maintain workforce planning arrangements	3	3	9	Moderate
8) Structural failure of a reservoir could lead to flooding	3	3	9	Moderate
9) Failure to improve road safety will not reduce the number of injuries and deaths to road accident	3	3	9	Moderate
10) Failure to provide a positive and sustainable environment for the regeneration of our town centres and public realm	3	3	9	Moderate
11) Failure to deliver Renfrewshire's sustainable food strategy	3	3	9	Moderate
15) Develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities	3	3	9	Moderate
17) Failures in the strategy for dealing with contaminated land may lead to reputational harm and potentially significant unbudgeted costs	3	3	9	Moderate

Table 3.2.3: TOP 7 Community Resources Risks

Title	Risk	Overview
Roads and Footways maintenance	Community Resources will seek to maintain and improve the strategic road and rail connections to the wider network in order to link with the UK marketplace and beyond. The Council will continue to work in partnership with Transport Scotland, SPT, Glasgow Airport, Network Rail, Albellio Scotrail and other local authorities to maintain and improve strategic transport connections. The partnership approach is essential to deliver cross boundary projects which benefit the wider network	

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Title	Risk	Overview
Public Protection	<p>The Council has a public protection role relating to child and adult protection, offending behaviour and community safety. Effective partnership working with key agencies and the police is critical to ensuring risk to and from individuals is effectively managed.</p> <p>Community safety and public protection is a wide ranging and expanding agenda relating to the protection of vulnerable people, communities, businesses and organisations. There are some broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. The Council has effective governance structures in place to manage and deliver civil contingencies, public protection and community safety programmes that include class leading diversionary programmes, case management and referral processes.</p>	
Serious organised crime and terrorism	<p>Serious and organised crime is a threat to national security and costs the UK economy more than £24 billion a year. There is potential that organised crime, insider threat and corporate fraud could become an area of concern for the council.</p> <p>The council has a duty to protect its residents and businesses from threats such as serious and organised crime. The council has revised its approach to dealing with the issue and attempting to understand and mitigate the risks, in particular the risks with 3rd party providers and partners accessing our systems. The integrity group has been established to assess the arrangements for managing this risk and to deliver the oversight role for implantation of strategies to respond effectively to national initiatives relating to serious and organised crime.</p>	
Better Council Change Programme	<p>The Better Council Change Programme (BCCP) aims to change how the Council's people, assets, processes, technology and information work together, whilst ensuring that services are planned, designed and delivered in line with corporate priorities and provide Best Value</p> <p>The BCCP has outlined a range of options to balance the Council's budget in the context of a projected medium term deficit of up to £30 million through to 2017/18.</p> <p>Community Resources will play a key role in the delivery of the BCCP including leading the integration of hard and soft facilities management, the rationalisation of depots from two to one, remodelling the Council's catering service, the review of transportation and fleet and the horizontal integration of frontline roads operations within the wider service areas of Amenity Services.</p>	

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Title	Risk	Overview
Facilities and Environment Infrastructure		<p>This risk covers a number of key areas including the condition of buildings, rationalisation of facilities, optimum capacity and hard and soft facilities management.</p> <p>The Council continues to maintain and improve its physical assets. The CAMIS system is utilised for information relating to Statutory Inspections. A review of depots is being progressed to rationalise the number of depots.</p> <p>Improvements continue in relation to the strategic road and rail connections to the conurbation and the wider motorway and rail network. The Council maintains the road network based on the most efficient whole life costs and is delivering the Street Lighting Strategy to replace conventional street lamps across Renfrewshire with more energy and cost effective LED alternatives.</p>
Flood risk management act		<p>Renfrewshire will work with partners in the Loch Lomond and Clyde flood risk management are joint committee to deliver the flood risk management plan.</p> <p>As part of the publishing of the flood risk management plan, bids will be submitted to the Scottish Government for funding to deliver flood risk management solutions.</p>
Linwood moss landfill site		<p>The Council's general obligations under the Waste Management Licence are that the Landfill site should not:</p> <ul style="list-style-type: none"> • Cause pollution of the environment • Cause harm to human health • Become seriously detrimental to the amenities of the locality <p>The main focus of site activity post closure is to ensure that pollution control measures and monitoring arrangements are in place and are working effectively. This relates mainly to the management of leachate and surface water at the site, and also to the venting of landfill gas.</p> <p>All of the environmental monitoring data obtained is used for external regulations and assessment and can be used to demonstrate compliance with licence conditions. It will also provide information to support progress towards the surrender of the site licence.</p>

3.3 The risk treatment activity planned for 2016 and beyond is shown within the Community Resources risk register in the appendix that follows. This activity (proportionate to the level of each risk) will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this

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indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.

- 3.4 A midyear progress report on the Community Resources risk register will be reported in due course to the Environment Policy Board.

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Community Resources Risk Register 2016-2017

Report Type: Risks Report

Generated on: 31 March 2016



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.01	Failure to comply with the Waste (Scotland) Regulations 2012 and provide an effective and efficient refuse collection service may adversely affect the Council's refuse disposal costs	Amenity Services Manager (Waste)	* Continued monitoring of Managed Weekly Collections * 4 weekly monitoring of recycling performance in place to ensure target is achieved * Current disposal contract includes a level of diversion from landfill * Strategy approved for residual waste disposal facility	03	03	9
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRRR1617.01a	Implement a strategic approach to improving recycling to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle			Amenity Services Manager (Waste)	31 March 2017	
CRRR1617.01b	To monitor Household Waste Recycling Centres and continue to liaise with the Scottish Environment Protection Agency as regulators of these sites			Amenity Services Manager (Waste)	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.02	Failure to adequately manage the Linwood Moss Landfill Site	Amenity Services Manager (Waste)	* Regular monitoring of leachate and gas from the site. * Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRRR1617.02a	To continue monitoring of site and rectify any faults found.			Amenity Services Manager Waste	31 March 2017	
CRRR1617.02b	To continue to liaise with the Scottish Environment Protection Agency as regulators of the site			Amenity Services Manager Waste	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.03	Failure to provide safe and well maintained roads and footways which meet public expectations may lead to adverse publicity and will not support physical and economic regeneration.	Head of Amenity Services	* Safety inspections carried out to the Highway Code of Good Practice timescales and intervention levels * Partnering in the Scottish National Road Condition Survey Consultation in place with Councillor and Constituents on annual works programme * * Prioritisation of repairs to roads and footways based on road classification and inspections	04	04	16 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.03a	Deliver the capital investment plans for the maintenance of roads and footpaths			Head of Amenity Services	31 March 2017	
CRRR1617.03b	Further develop the asset management strategy to prioritise roads and footways investment to achieve whole life efficiencies			Head of Amenity Services	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.04	Failure to Maintain Assets may place a financial burden on the Council	Senior Leadership Team	* Asset management plans in place; * Financial regulations are in place and adhered to * Corporate Landlord Model in place to co-ordinate all statutory inspections; * Inventory and audit procedures implemented; * CCTV is in place throughout Renfrewshire House; * All portable electrical equipment under the control of the service is maintained by periodic testing; * Inspection programme in place for all premises. * Security arrangements are in place across Community Resources premises * CCTV is in place in Renfrewshire House. * Information Security Policy.	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.04a	Further develop asset management plans to ensure that whole life costs are understood and annual investment is sustained at the most efficient level for roads and infrastructure; parks, cemeteries and open spaces; and fleet.			Senior Leadership Team	31 March 2017	
CRRR1617.04b	Effectively manage the four trading operations of Roads Services, Catering, Vehicle Maintenance and Building Services.			Senior Leadership Team	31 March 2017	
CRRR1617.04c	Ensure that Renfrewshire Council buildings are compliant with all relative legislative requirements.			Senior Leadership Team	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
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CRRR1617.05	Failure to maintain workforce planning arrangements may lead to recruitment, retention and skills issues and sickness absence levels which may impact on the service	Senior Leadership Team	*Ensure absence is being addressed through the revised supporting attendance procedures *Joint management/trade union task group established *Key tasks are identified and redistributed where appropriate. *Ensure employee issues and grievance time scales are implemented. *Established meeting protocols including Joint Consultative Board (JCB), Joint Trade Union Liaison, Services sub-group. *Regular consultations with staff and Trade Unions over proposed service changes. *Trade Unions involved in Health & Safety Committee.	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.05a	Further improve absence performance within Community Resources			Senior Leadership Team	31 March 2017	
CRRR1617.05b	Maintain regular engagement with the trade unions through the now established meeting forums			Senior Leadership Team	31 March 2017	
CRRR1617.05c	Effectively manage overtime levels within the respective service areas			Senior Leadership Team	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.06	Failure to provide street lighting in a sustainable and economically effective manner will have a financial and reputational impact	Transportation Manager	* energy reduction and cost effective lighting achieved through the introduction of new LED alternatives * Annual inspections of lighting units. * Use of non destructive testing consultants. * On site testing by Inspectors where defects are reported. * Ongoing programme of column replacement.	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.06a	Deliver the project to replace all street lighting in Renfrewshire with LEDs			Transportation Manager	31 March 2017	
CRRR1617.06b	Removal of Individual lighting units identified as likely to create a problem			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.07	Inadequate maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures and affect the safety and efficiency of the road and rail network.	Transportation Manager	* General and Principal inspections carried out to Design Manual for Roads and Bridges standards. * Programme of required maintenance works produced. * Systematic checks of capacity of structures to meet current vehicle loading standards * Register of road bridges, underpasses, footbridges, culverts and other road structures completed Major strengthening and reconstruction works undertaken at Abercorn and Abbey Bridges * Programme of Scour protection works completed. * Major replacement of Lochwinnoch Bridge programmed 2016/2017	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.07a	Continue to inspect the structural safety of all bridges and structures			Transportation Manager	31 March 2017	
CRRR1617.07b	Continue to review Private Bridges			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.08	Structural failure of a reservoir could lead to flooding	Transportation Manager	* Design for the flood return period defined in the Reservoir Scotland Act 1975 * Inspection regime to requirements of the Act Appointment of Supervisory and Independent Panel Engineer for Reservoirs for which the Council is the Regulatory authority or Undertaker	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.08a	Transfer Statutory responsibility for requirement for Structural Safety Certificates			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.09	Failure to improve road safety could lead to increased harm for pedestrians and road users.	Transportation Manager	* Annual review of accident statistics assess combined with evaluation of cases. Actions targeted at high risk locations.	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.09a	Deliver a Road Safety Strategy with an annual performance report on road related casualties			Transportation Manager	31 March 2017	
CRRR1617.09b	Implement a programme of schemes to assist pedestrians and cyclists on road safety and to encourage more walking and cycling			Transportation Manager	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.10	Failure to provide a positive and sustainable environment for the regeneration of our town centres may adversely affect sustainable investment in the local economy	Senior Leadership Team	* Regeneration and revitalisation of town centres * Supportive and effective regulatory regimes	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.10a	Lead on the works to improve the public realm and support Renfrewshire's City of Culture bid.			Senior Leadership Team	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.11	Failure to deliver the implementation of Renfrewshire's sustainable food strategy may have an adverse impact on the health and wellbeing of our communities	Head of Facilities Management	* Established programme of providing school meals in schools, ongoing Street Stuff diversionary programme, Tackling Poverty Implementation Group	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.11a	Lead and implement Renfrewshire's Sustainable Food Strategy			Head of Facilities Management	31 March 2017	
CRRR1617.11b	Contribute to the Tackling Poverty Action Plan through the Families First project by delivering free school meals during designated holiday periods			Head of Facilities Management	31 March 2017	
CRRR1617.11c	Contribute to the Tackling Poverty Action Plan through the Families First project by delivering breakfast clubs in targeted areas			Head of Facilities Management	31 March 2017	
CRRR1617.11d	Contribute to the Tackling Poverty Action Plan through the Families First project through enhanced StreetStuff activities including meals and transport.			Head of Facilities Management	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.12	Fulfil the requirements of the Flood Risk Management Act	Head of Amenity Services	* Local Flood Risk Management Plan, working group which maintains close relationships with SEPA and Scottish Water, schedule of water courses and inspect them on a cyclical basis	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.12a	Work with partners in the Clyde and Lomond flood risk management area to deliver the Flood Risk Management Plan			Head of Amenity Services	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.13	Failure to effectively lead on the Public Protection agenda may place the Council at risk of failing to protect vulnerable groups	Head of Public Protection	* Daily and monthly tasking meetings, * Community Safety and Public Protection Steering Group, * Revised Wardens Service flexibly deployed to hotspot locations at times when service required, * StreetStuff diversionary programme, * CCTV, * Integrated noise enforcement, youth teams and ASB teams, * Links and participation on Adult Protection and Child Protection committees	03	05	15 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.13a	Support Paisley First to achieve Purple Flag status for Paisley Town Centre and deliver similar standards of community safety in all town centres in Renfrewshire			Head of Public Protection	31 March 2017	
CRRR1617.13b	Further develop and deliver phase 2 of the integrated Community Safety Partnership Hub			Head of Public Protection	31 March 2017	
CRRR1516.13c	Identify emerging trends through improved intelligence sharing and StreetStuff youth diversionary programmes			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.14	Enhance the Council's approach to addressing serious organised crime and terrorism	Head of Public Protection	* Effective links with Police through 3 Council multi-agency co-ordination linked to CCS Joint Management Board, * Single point of contact for SOC and terrorism, * Effective links to senior officers through integrated groups; Council Integrity Group established to look at Serious and Organised Crime, Fraud and Insider Threat	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRR1617.14a	Lead the work of the Integrity Group and implement actions due to the risks posed by Serious Organised Crime, Insider Threat and Corporate Fraud			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.15	Failure to develop integrated and resilient civil contingencies arrangements could affect the Council, local businesses and communities	Senior Leadership Team	* Links to key staff, availability, increased interdepartmental alliance. * Liaison with CCS maintained.	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.15a	Ensure all relevant officers have received appropriate civil contingencies training to ensure they can carry out their incident response roles in an emergency			Head of Public Protection	31 March 2017	
CRRR1516.15b	Ensure the Community Resources business continuity plan is prepared and implemented			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.16	Failure to deliver the Community Resources Better Council Change Programme could have a financial and reputational impact	Senior Leadership Team	* BCCP Review Boards and Strategic Review Boards	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.16a	Complete phase 2 of the integration of Hard and Soft Facilities Management			Head of Facilities Management	31 March 2017	
CRRR1617.16b	Complete phase 2 of the depot rationalisation to integrate frontline services within the Underwood Road depot			Senior Leadership Team	31 March 2017	
CRRR1617.16c	Complete the integration of frontline roads operations within the wider service areas of Amenities Services			Head of Amenities Services	31 March 2017	
CRRR1617.16d	Complete the strategic review of vehicle maintenance			Head of Amenities Services	31 March 2017	
CRRR1617.16e	Complete the redesign of the refuse collection and recycling arrangements across Renfrewshire.			Head of Amenities Services	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.17	Contaminated land issues may arise at any time in respect of the council's own land and property and that which has been sold. If there are any failures in the council's strategy for dealing with this inherent challenge, there may be reputational harm (in respect of corporate social responsibility) and potentially significant unbudgeted costs	Head of Public Protection	* The contaminated land strategy is a working document which is implemented on an ongoing basis through a team of specialist contaminated land officers * Appropriate site investigations continue to be undertaken as part of the development management process. * Availability of any funding sources for contaminated land projects is investigated on a site specific basis. * Ongoing monitoring of the major site development at ROF Bishopston and purifying the relevant planning conditions * Ongoing identification of required funding for contaminated land site remediation outwith the planning remediation process where possible	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.17a	Continue to support remediation works at ROF Bishopston			Head of Public Protection	31 March 2017	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1617.18 Local Authorities have a statutory duty to assess local air quality and where necessary declare Air Quality Management Areas (AQMA) and develop an Air Quality Action Plan.	If Council is not seen to be effectively working towards meeting statutory limit values for NO ₂ , there is a risk of reputational damage and the potential for financial penalties , depending on UK and Scottish Government decisions on how to apportion EU fines should they be imposed on the UK for failing to comply with EU Air Quality Directives,		An Air Quality Action Plan for Paisley Town Centre was submitted to and approved by Scottish Government in 2014. Air Quality Specialists Ricardo AEA have been appointed to undertake modelling and source apportionment work to determine if additional areas require to be covered by an AQMA and to consider effective action plan measures.	04	03	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1617.18a	Continue to monitor air quality levels across Renfrewshire			Head of Public Protection	31 March 2017	

To: ENVIRONMENT POLICY BOARD

On: 18 MAY 2016

Report by: DIRECTOR OF COMMUNITY RESOURCES

**Heading: COMMUNITY RESOURCES SERVICE IMPROVEMENT PLAN
2015/16 to 2017/18 OUTTURN REPORT TO 31 MARCH 2016**

1. Summary

- 1.1 The Service Improvement Plan provides a comprehensive statement of what the service aims to achieve over the next three years. It takes account of the themes, actions, outcomes and targets set out in the Council Plan, Community Plan and Renfrewshire's Local Outcome Improvement Plan. It sets out what the service will do over the next three years, based on the resources likely to be available and it details the specific actions which will be taken to contribute to the implementation of the council's priorities.
- 1.2 Implementation of the Service Improvement Plan is monitored and reported to the Environment Policy Board on a six monthly basis to allow the Board to review progress. A progress report was previously provided to the Board on the 2015/16 to 2017/18 Service Improvement Plan in November 2015. The report currently before the Board contains an update of progress that has been achieved with the action plan tasks up to the end of March 2016.
- 1.3 The major factors that this service improvement plan is responding to are the challenging financial environment and public sector reform which will require to be driven locally as well as responding to the national agenda. Despite these challenges, the service has continued to make the best possible use of its resources and consequently, there are significant achievements to report over this period.

- 1.4 The Council agreed a Community Plan and a Council Business Plan in 2013 which set out the outcomes the council aimed to achieve over the following years. The Service Improvement Plan for 2015/16 to 2017/18 was aligned to the priorities set out in these documents. The Council Plan, *A Better Future, A Better Council* was refreshed in December 2015 and the new priorities outline how Renfrewshire Council will contribute to delivering improved outcomes for local people, communities and businesses. The Community Resources Service Improvement Plan for 2016/17 to 2018/19, which was approved by this Board in March 2016, aligns to these new priorities.
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2. Recommendations

- 2.1 It is recommended that the Environment Policy Board:
- (a) notes the progress that has been made with implementation of the 2015/16 to 2017/18 Service Improvement Plan actions and performance indicators; and
 - (b) agrees to review progress on the 2016/17 to 2018/19 Service Improvement Plan in November 2016.
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3. Background

- 3.1 One of the purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service and to consider and develop policy options which reflect changing circumstances, both in terms of customer needs and resource availability, in the context of the council's priorities and the need to deliver Best Value.
- 3.2 The Service Improvement Plan is part of the process of cascading the council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans. Service Improvement Plans link council and community planning priorities to individual development plans, so that every employee knows how they help contribute to the council achieving its objectives.
- 3.3 The action plan lies at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the outcomes and measures against which progress can be assessed.

- 3.4 Along with other public sector organisations, the Council is operating within a challenging financial environment. The economic situation and the need to make savings over the medium term mean that the council is facing a difficult financial outlook. However, in spite of this, the service continues to make the best possible use of its resources.
- 3.5 Appendix 1 to this report provides a summary of progress achieved on the Community Resources Service Improvement Plan Action Plan to the end of March 2016. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.
- 3.6 Appendix 2 to this report details the performance on Community Resources' strategic performance indicators.
- 3.7 The service improvement planning process is a key part of our Public Performance Reporting framework with additional public performance reports produced and further information available on our council web pages.
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4. Summary of main achievements

- 4.1 The key achievements of Community Resources for the year to 31 March 2016 are highlighted below. Full details of the progress in terms of implementing the actions outlined in the Community Resources Service Improvement Plan are detailed in Appendix 1 to this report.
- (i) Implementing the Better Council Change Programme, Phase 1 proposals to support delivery of revenue savings and changes to the ways in which the council's people, assets, processes, technology and information work together to create a sustainable organisational design. This includes: the review of facilities management (hard and soft FM), catering; transportation, fleet and roads infrastructure; and rationalisation of depots.
 - (ii) Progressing the service review changes and savings of Better Council Change Programme as agreed by the Leadership Board in December 2015.
 - (iii) Supporting the Renfrewshire Tackling Poverty Strategy through: the roll out of an expanded Street Stuff diversionary programme; implementation of the new breakfast club model; traineeships for Special Wardens; and enhanced enforcement activity within the private housing sector.

- (iv) Supporting regeneration in our town centres through improved delivery and co-ordination of waste, Streetscene, community safety, enforcement and roads and transport infrastructure.
- (v) Holding a recognition and awards event for Community Resources employees in June 2015.
- (vi) Managing the four trading operations of Roads Maintenance, Catering, Building Services and Vehicle Maintenance and delivering their financial targets and service outcomes.
- (vii) Improving employment opportunities for young people across Renfrewshire through the recruitment of graduate interns; provision of work experience for students; the development of traineeships for hard to reach, long term unemployed, individuals aged between 16 and 25, and participation in Project SEARCH, helping young people with autism and learning disabilities move from education into employment.
- (viii) Successfully delivering Phase 1 of the Renfrewshire Community Safety Partnership Hub and integrated CCTV control room.
- (ix) Achieving a successful Food Standards Scotland audit of our food law enforcement service, which highlighted no areas for improvement and a number of areas of good practice.
- (x) Continuing development of the Best Bar None awards where six Renfrewshire premises were nominated for national awards.
- (xi) Supporting the I am Me/Keep Safe project which has been shortlisted for a number of national awards including the National Risk Management Awards and the Provost's Community Award.
- (xii) Providing specialist contaminated land support to facilitate the development of the former ROF development at Bishopton.
- (xiii) Implementing an improved food waste collection, recycling and residual waste service to 3,400 households in Erskine.
- (xiv) Progressing the Council's future waste strategy to meet Scotland's Zero Waste targets.
- (xv) Progressing the Clyde Valley shared services work stream for the procurement of a residual waste treatment and disposal solution. The service commencement date remains on track for December 2019.

- (xvi) Providing operational support for events in Renfrewshire including: Fireworks display; The Spree; Sma' Shot Day; Hallowe'en Festival; Remembrance events; Christmas Lights switch-ons; Paisley 2021 Launch; and the Monte Carlo Historique Rally.
 - (xvii) Completing the capital works in respect of the £1.1m Big Lottery grant funded upgrade and redevelopment of Knockhill Park.
 - (xviii) Successfully delivering the roads' capital programme to improve Renfrewshire's road network condition, in support of the council's economic and social strategies.
 - (xix) Delivering improvements to Paisley Central Bus Hub including the installation of bus boarders, to make it easier to step into the bus, and new larger shelters.
 - (xx) Contributing professional and corporate support to the Glasgow and Clyde Valley City Deal to the £1.3bn Glasgow and Clyde Valley Infrastructure Fund.
 - (xxi) Completing the Detailed Business Case for the replacement of street lights with LEDs and progressing to tendering stage.
 - (xxii) Substantially completing the North Renfrew Flood Prevention Scheme which is now operational.
 - (xxiii) Supporting and administering the election process and managing the logistics for the Count which took place on 5 May 2016.
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5. Areas where actions have been reviewed or delayed

- 5.1 There are no areas where actions have been reviewed or delayed from the original target dates.
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6. Progress against service scorecard

- 6.1 The Community Resources key performance indicators are detailed in Appendix 2. Some indicators to highlight are detailed below;
 - The percentage of adults agreeing that Renfrewshire is a safe place to live has increased during 2015/16 to 86% exceeding the target set of 83%.

- The percentage of household waste which was recycled in 2015 reduced to 43.9% against a target of 52%. The amount of material recycled significantly reduced under the contract in place from April 2015 until June 2015 but improved when a longer term contract was put in place from June 2015. We are also experiencing a reduction in paper in blue bins which is reflective of changes in news media which has moved towards online sources and away from traditional newspapers.
- The percentage of street lighting faults which were repaired within the 7 day timescale has improved from 62.4% in 2014/15 to 68.7% in 2015/16. The performance in the first three quarters of the year showed a significant improvement although issues with contractors resulted in a poor performance in quarter 4. These issues have now been addressed through bringing this service in house and it is anticipated that performance will show a significant improvement early in 2016/17 due to better performance management.
- The percentage of pothole repairs completed within timescales was 62% for 2015/16 against a target of 80%. This is 1% below the performance reported for 2014/15. Overall, performance was affected by seasonal factors specifically large increases in defects being experienced during the winter months.

Implications of the Report

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

Children and Young People – the Catering Service promotes the uptake of healthy and nutritious school meals.

Community Care, Health & Well-being – the services encourages use of our parks and open spaces to promote a healthy and active lifestyle.

Empowering our Communities – Community Resources is actively working with community groups to encourage participation to help improve local communities.

Greener - working in partnership with the community to deliver a cleaner Renfrewshire. Promoting and encouraging waste minimisation through reducing, reusing and recycling.

Jobs and the Economy – the service provides transport infrastructure which supports all economic activity and is actively involved in the Invest in Renfrewshire scheme.

Safer and Stronger - by working with the local community and through enforcement activities, to improve the appearance of local areas and to help reduce anti-social behaviour.

4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for 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** – None.
11. **Privacy Impact** – None.

List of Background Papers: Community Resources Service Improvement Plan 2015/16 to 2017/18

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Community Resources Service Improvement Plan 2015-2018 Action Plan










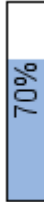


1 - A Better Future 01: Increased, sustainable investment in our economy





Action Code	Description	Status	Progress	Due Date	Update
01	Create a positive sustainable environment for the regeneration and revitalisation of town centres and communities; delivered through StreetScene services and a supportive regulatory regime.		<div><div>70%</div></div>	31-Mar-2018	Work is ongoing towards an application for Purple Flag status for Paisley town centre - this is due to be submitted in June 2016. The actions from the Paisley Town Centre Environmental Action Plan continue to be delivered. Operational improvements for the delivery of StreetScene services, including improved co-ordination with Renfrewshire Wardens have been developed for town centres.
02	Promote community/partnership participation and involvement to attract additional investment in the local environment.		<div><div>100%</div></div>	31-Mar-2018	Working in partnership with community groups such as Friends of Barshaw Park, master plans have been developed to facilitate the ongoing redevelopment of Barshaw Park, Paisley and Robertson Park, Renfrew.
03	Assist with the delivery of City Deal initiatives including: <ul style="list-style-type: none"> a link to Glasgow airport; investment in roads around Glasgow airport; a crossing of the Clyde at Renfrew; and a Fastlink between Glasgow South University Hospital and Renfrew. 		<div><div>50%</div></div>	31-Mar-2018	Community Resources continue to work in partnership with the City Deal project team. All projects are at Strategic Business Plan stage. Fastlink has been delayed in view of the status of the Masterplan for Braehead (which has recently been approved).

Action Code	Description	Status	Progress	Due Date	Update
04	<p>Support economic regeneration and improve job creation through the:</p> <ul style="list-style-type: none"> • Regeneration and revitalisation of town centres; • Delivery of better transport networks; and • Improved road conditions in industrial estate and inward investment locations. 		<div><div>40%</div></div>	31-Mar-2018	<p>In July 2015, Paisley High Street was re-opened to traffic in the evenings in a drive to boost the night time economy. It is the intention to follow this up with a permanent Traffic Regulation Order which will require a formal consultation process. New bus infrastructure improvements have now been completed in Paisley town centre to the value of £1.3million.</p> <p>Footways and roads infrastructure investment and improvements have been carried out.</p>
1 - A Better Future					
02: Improved health, well being and life chances for children and families					
05	Lead implementation of Renfrewshire's Sustainable Food Strategy to tackle food poverty, promote healthy eating and expanding the local food sector		<div><div>100%</div></div>	31-Mar-2016	Community Resources has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners.
1 - A Better Future					
03: Reduction in the causes and impact of poverty					
06	Active participation in the Invest in Renfrewshire strategy to support young people into work.		<div><div>100%</div></div>	31-Mar-2016	Community Resources continues to participate in the Invest in Renfrewshire youth employability initiatives. Overall a total of 71% of Community Resources' participants in the initiatives have gone on to either full time employment, training or education.
07	Provide free school meals during designated holiday periods as part of the Families First project.		<div><div>100%</div></div>	31-Mar-2018	Community Resources provide hot meals for children participating in Families First camps during school holiday periods. During 2015/16 over 17,700 meals have been provided as part of this initiative.

1 - A Better Future







04: A safer and stronger Renfrewshire

Action Code	Description	Status	Progress	Due Date	Update
Fulfil the requirements of the Flood Risk Management Act through:					
08	<ul style="list-style-type: none"> Implementing a water course inspection regime; Reviewing development against flood risk; approving a Flood Risk Management Plan for the Clyde and Lomond Flood Risk Management Area; and Delivering the final phase of the North Renfrew Flood Prevention Scheme 			31-Mar-2018	The final phase of the North Renfrew Flood Prevention Scheme is now operational. A Flood Risk management Plan for Clyde and Loch Lomond Flood Risk management Area is due to be submitted for approval to the Joint Committee in June. Work is continuing to ensure the requirements of the Flood Risk Management Act are fulfilled.
	Lead on the public protection agenda, working with partners to improve: Council resilience; address serious organised crime and counter terrorism; support delivery of adult and child protection arrangements; and further develop an integrated community safety/CCTV hub.			31-Mar-2018	A review of all groups which support the Public Protection agenda is ongoing to ensure the roles and remits reflect the requirements and priorities of the Local Outcome Improvement Plan and local and national emerging trends.
	Identify emerging trends through improved intelligence sharing and provision of youth diversionary programmes to reduce anti social behaviour			31-Mar-2018	Engagement in Street Stuff activities now commences earlier in the day and during holidays and weekends in key hotspot areas. An expanded timetable for diversionary programmes continues to be delivered, now including Paisley Town Centre.
	Work with Engage Renfrewshire and Renfrewshire Community Empowerment Forum to improve empowerment and linkage to deliver successful community led projects.			31-Mar-2018	Renfrewshire Community Safety Partnership has been working closely with Engage Renfrewshire to deliver the Stalled Spaces Scotland Programme. Almost all of the £20,000 funding has now been allocated to 9 community-led projects in vacant and derelict land sites in town centres across Renfrewshire.
	Work with the Scottish Government National Safer and Stronger Communities Programme Board's initiative 'Building Safer, Greener Communities' programme within the Ferguslie Park and Johnstone areas.			31-Mar-2018	A new Building Safer Greener Communities tasking group has been formed. This group is carrying out analytical work across partnership data to identify new areas to be targeted.

Action Code	Description	Status	Progress	Due Date	Update
13	Enhanced public protection through delivery of effective enforcement and regulatory services in environmental health and trading standards.			31-Mar-2018	Regulatory Services continue to be delivered in environmental health and trading standards, supporting Renfrewshire businesses in complying with legislative requirements, protecting public health and ensuring an equitable trading environment for businesses and consumers.
14	Develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities supporting the Council, local business and communities			31-Mar-2018	The annual Civil Contingencies Service Work Programme is on schedule. A full day strategic exercise took place in June with the corporate management teams of Renfrewshire, East Renfrewshire and Inverclyde Councils. This was a successful test of resilience procedures and identified opportunities to further improve response arrangements.


1 - A Better Future

05: The environmental impact of waste generation is minimised and carbon emissions are reduced

Action Code	Description	Status	Progress	Due Date	Update
15	Manage our assets including fleet and street lighting to reduce energy consumption and emissions.			31-Mar-2018	<p>Electric Vehicles now make up 5% of the fleet, with the intention to keep increasing this where grant funding is available or where vehicle prices drop to become more affordable without grant funding.</p> <p>In addition to this, new heavy vehicles procured meet new reduced emission legislation through use of EURO 6 engine specifications.</p> <p>The Street Lighting Strategy for Renfrewshire has been approved and is progressing to implementation phase. The first of 3 phases of the installation works is scheduled to commence in May 2016 and are due to be completed by March 2017. It is anticipated that this will realise a 60% reduction in carbon emissions. A pilot of 1,800 LED lights has already been successfully installed in Erskine.</p>
16	Having a residual waste treatment and disposal facility fully operational by 2021 as part of the Clyde Valley Waste Management solution, to ensure that all waste collected by partner Councils is diverted from landfill.			31-Mar-2018	<p>A report was presented to Council on 28 April 2016 providing an update on the Clyde Valley Residual Waste Project. The report seeks approval for:</p> <ul style="list-style-type: none"> North Lanarkshire Council to enter into the Project Agreement with Viridor Clyde Valley Limited for the Treatment of Residual Waste for a 25 year period following a Competitive Dialogue procurement process, and Renfrewshire Council to enter into the Post Contract Inter Authority Agreement with the other Partner Councils.
17	Review the waste service to ensure an effective and efficient service is provided to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle through providing recycling services for glass, recyclates, garden and food waste			31-Mar-2017	<p>Service changes have been agreed with respect to Household Waste Recycling Centres (HWRC) and co-mingling of food and garden waste. This focus is supporting effective kerb side recycling and maximises the potential of Underwood Road HWRC. A national "Charter for Recycling" is being considered and is due for presentation to the Leadership Board in June 2016.</p>





2 - A Better Council



06: A sustainable council

Action Code	Description	Status	Progress	Due Date	Update
18	Manage the four trading operations of: Roads Services; Catering; Vehicle Maintenance; and Building Services, and achieve their financial and operational targets.		<div><div>100%</div></div>	31-Mar-2016	Reports in the trading operations are submitted to each cycle of the Environment and Housing and Community Safety Policy Boards. The 4 trading operations are on schedule to achieve their financial and operating targets for 2015/16.

2 - A Better Council


07: Strategic Change Management

Action Code	Description	Status	Progress	Due Date	Update
19	Support corporate reviews as part of the Better Council Change Programme.		<div><div>50%</div></div>	31-Mar-2018	Work remains ongoing and on target within the Council's Better Council Change Programme with regular reporting to the Council's Leadership Board.
20	Complete the review of hard and soft facilities management as part of the Better Council Change Programme to reduce cost through the merging of management arrangements		<div><div>50%</div></div>	31-Mar-2017	Phase 1 of the Hard and Soft FM Review is complete with an outline business case completed in early 2016. The actions arising from the business case will be implemented in 2016/17.
21	Complete the review of depots as part of the Better Council Change Programme to integrate front line services within the Underwood Road depot		<div><div>50%</div></div>	31-Mar-2017	Phase 1 of the Depots project is now complete with the relocation of employees from Scotts Road to Underwood Road completed by the end of September 2015. Phase 2 of the project has commenced and will be delivered in 2016/17.
22	Complete the review of roads and infrastructure as part of the Better Council Change Programme to deliver integrated front line services within the wider services of Amenity Services		<div><div>50%</div></div>	31-Mar-2017	The integration of front line services has commenced with the services being integrated within the wider Amenity Services. The next phase of the project will look to identify synergies within the operations of Roads, StreetScene and Waste Services with a view to further integrating processes and management structures.

Action Code	Description	Status	Progress	Due Date	Update
23	Complete the review of the Council fleet and transportation as part of the Better Council Change Programme to maximise vehicle utilisation		<div><div>100%</div></div>	31-Mar-2017	The Fleet and Transportation project is complete with the service changes being implemented from 1 April 2016.
24	Complete the review of catering as part of the Better Council Change Programme		<div><div>100%</div></div>	31-Aug-2015	The Catering project is now complete, although ongoing monitoring will be required to ensure the implementation of the service changes is sustained.









2 - A Better Council

08: Excellent Customer Service

Action Code	Description	Status	Progress	Due Date	Update
25	Continue to consult our customers and use feedback to influence how services are configured and delivered.		<div><div>60%</div></div>	31-Mar-2018	Community Resources continue to consult customers in order to shape our service delivery. Recent examples include Schools Catering and Trading Standards.



2 - A Better Council

09: Investment in our people and enhanced organisational development

Action Code	Description	Status	Progress	Due Date	Update
26	Further improve absence performance within Community Resources			31-Mar-2016	Fortnightly meetings are held with service managers to ensure supporting attendance procedures are being adhered to, with quarterly meetings taking place with Trade Unions to address any concerns raised by employee groups.
27	Effective management of overtime working levels			31-Mar-2016	4 weekly reports on costs of overtime are issued and discussed with operational managers with a view to monitoring and keeping overtime costs to a minimum.
28	Maintain effective communications with employees including regular engagement with the trade unions through the now established meeting forums			31-Mar-2018	Meetings with the Trade Unions are held regularly through the established forums and the outcomes of these meetings are being communicated to staff at team meetings.
29	Implement the performance development review process to ensure all employees have relevant development plans which are regularly reviewed and monitored			31-Mar-2016	All managers / supervisors are included in 360 MDP process. Individual TNA and Team TNAs have been implemented ensuring development plans are reviewed and monitored by Improvement and Development Team and managers.



2 - A Better Council

10: Improved information through better technology

Action Code	Description	Status	Progress	Due Date	Update
30	Contribute to the delivery of the Connect Renfrewshire Strategy to improve the customer experience; adopt agile working practices; and develop information assets			31-Mar-2018	The service actively engages in the programme to ensure any key workstreams and actions are taken forward and implemented.


2 - A Better Council

11: Smarter use of assets

Action Code	Description	Status	Progress	Due Date	Update
31	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet, street lighting; to ensure that whole life costs are understood and annual investment is sustained at the most efficient level.		<div><div>50%</div></div>	31-Mar-2018	The Corporate Asset Management Plan has been developed and informs investment decisions for roads and street lighting infrastructure, parks and open space and vehicle fleet. It indicates that the road infrastructure network requires a financial option evaluation for investment and maintenance. This will be taken forward in 2016/17. Asset Condition surveys for our principal Parks were undertaken by February 2016, allowing the development of Asset Management Plans for these Parks and in particular the main parks of Barshaw and Robertson. The fleet replacement strategy is currently being prepared for 2016/17. This will ensure that the most cost effective actions continue to be taken in relation to fleet replacement.
32	Continue to monitor the schools' PPP contract to improve service delivery standards		<div><div>40%</div></div>	31-Mar-2018	The schools PPP contract continues to be monitored robustly to ensure services are delivered to a high standard and to specification. Regular meetings are held at an operational level as well as with the Renfrewshire Schools Partnership to ensure contract performance,


2 - A Better Council

12: Successful communication

Action Code	Description	Status	Progress	Due Date	Update
33	Plan effective communication activities to support the service's priorities and outcomes using the most effective communication channels and technologies.		<div><div>50%</div></div>	31-Mar-2018	A communications strategy is in place and updated on a regular basis. Requirements for communications which can be planned for are on a schedule for action which is shared with the Council's Communications Team. Ad hoc communication requests are dealt with as they arise.



3 - A High Performing Council

13: Robust governance and assurance






Action Code	Description	Status	Progress	Due Date	Update
34	<p>Develop and maintain:</p> <ul style="list-style-type: none"> • Quality assurance and self evaluation frameworks; • Health and safety accreditations; and • Staff and customer service national accreditations. 		<div><div>100%</div></div>	31-Mar-2016	Community Resources has maintained Food Safety, Health & Safety and Quality Systems ISO accreditations. Community Resources contributed to the successful re-accreditation of the Council-Wide Customer Service Excellence Award in April 2015. In addition, Community Resources had a successful Food Standards Scotland audit of its food law enforcement service which highlighted no areas for improvement and a number of areas of good practice.

3 - A High Performing Council

14: Improved performance management framework and approach

Action Code	Description	Status	Progress	Due Date	Update
35	Provide resources, as required, over the next three years for delivery of the election process in Renfrewshire.		<div><div>50%</div></div>	31-Mar-2018	Resources provided to the elections in May 2015. Forthcoming elections in 2016 and 2017 will be covered as required.
36	Ensure benchmarking and performance management information is used effectively to support service improvement.		<div><div>100%</div></div>	31-Mar-2018	Community Resources continues to drive service improvement through embedding a performance management culture around the Service Improvement Plan and its service Operational Plans. In addition service performance is reported as part of corporate Public Performance Reporting (PPR) arrangements. The service has participated in the Local Government Benchmarking Framework (LGBF) family groups. The current focus of benchmarking activity is focussed on waste management and street cleaning. Community Resources also participates in nine Association for Public Sector Excellence (APSE) benchmarking performance networks.







Community Resources Service Improvement Plan 2015-2018 Scorecard


PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only






Priority 1. A Better Future





Local Outcome 01: Increased, sustainable investment in our economy

Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall		38.8%	34%	37.5%	36%	Data not yet available	36%	35%	35%			Annual Indicator: There has been a significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads		25.8%	24%	26.3%	26%	Data not yet available	26%	25%	25%			Annual Indicator: This indicator remains close to the target set following significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.

Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
03	(Maintenance) Carriageway Condition:% of road network considered for treatment (ii) B Class Roads		28.8%	24.0%	29.6%	26%	Data not yet available	26%	25%	25%	25%	25%	Annual Indicator: There has been a significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
04	(Maintenance) Carriageway Condition:% of road network considered for treatment (iii) C Class Roads		39.2%	34.0%	39.5%	35%	Data not yet available	35%	35%	35%	35%	35%	Annual Indicator: There has been a significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
05	(Maintenance) Carriageway Condition:% of road network considered for treatment (iv) Unclassified Roads		41.5%	35.0%	39.3%	32%	Data not yet available	36%	36%	36%	36%	36%	Annual Indicator: Although not achieving target, this indicator has shown improvement over the last year. There has been a significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
06	% of whole road network treated		7.6%	3%	3.9%	3%	3.6%	3%	3%	3%	3%	3%	More than 30,000 km of carriageway was treated during 2015/16, equating to 3.6% of the whole road network.
07	(Traffic & Transportation) Traffic Light Failure % of Traffic Light Repairs completed within 48 hrs		98%	95%	97%	95%	94%	95%	95%	95%	95%	95%	In 2015/16 there was a total of 332 faults reported (164 urgent and 168 non urgent) - of these, 312 were completed within the target 48hr timescale.
08	% of reported street lighting faults which were repaired within the 7 day timescale		82.8%	95%	62.4%	95%	68.7%	95%	95%	95%	95%	95%	The percentage of street lighting faults which were repaired within the 7 day timescale has improved from 62.4% in 2014/15 to 68.7% in 2015/16. The performance in the first three quarters of the year showed a significant improvement although issues with contractors resulted in a poor performance in quarter 4. These issues have now been addressed through bringing the service in house and it is anticipated that performance will show a significant improvement early in 2016/17.

Priority 1. A Better Future													
Local Outcome 02: Improved health, well being and life chances for children and families													
Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target		
09	% uptake of free school meals in primary and secondary schools		68.7%	68%	68.7%	71%	69.5%	72%		73%	75%		The percentage of pupils entitled and who took a free has shown an increase from 2014/15 but remains slightly below the target set. The national free school meals policy for all P1-P3 children was introduced in January 2015 and uptake is being closely monitored.
Priority 1. A Better Future													
Local Outcome 03: A safer and stronger Renfrewshire													
Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target		
10	Percentage of adults who agree that Renfrewshire is a safe place to live.		83%	83%	80%	83%	86%	83%		84%	84%		The percentage of adults who agree that Renfrewshire is a safe place to live has increased significantly since 2014/15 and has achieved the target set.
11	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".		n/a	83%	79%	83%	79%	85%		86%	87%		
12	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service		2,704	2,300	1,887	2,200	2,407	1,800		1,700	1,750		The requirements of the service by the public led to an extension of operational hours – this, coupled with the integration of services and rebranding of the Renfrewshire Community Safety Partnership has made it easier for the public to report incidents of anti-social behaviour.





Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
13	Domestic noise complaints - the average time (hours) between the time of the complaint and attendance on site		0.46	1	0.46	1	0.53	1	1	1	1	1	In 2015/16 a total of 1,202 domestic noise complaints were received which were dealt with under Part V of the Antisocial Behaviour (Scotland) Act - of these, 594 required attendance on site. The average response times for those complaints requiring attendance was just over than half an hour.
14	Number of air quality management areas within Renfrewshire		1	1	1	1	1	1	1	1	1	1	There is currently one Air Quality Management Area within Renfrewshire, covering Paisley town centre.
15	% of air quality monitoring sites which exceed nitrogen dioxide limits		n/a	n/a	24%	22%	Data not yet available	22%	22%	22%	22%	22%	This figure reflects the percentage of passive diffusion tubes across Renfrewshire which exceed the annual average limit value for nitrogen dioxide.
16	Air quality - average nitrogen dioxide value of monitoring sites exceeding limits		n/a	n/a	44.9	46	Data not yet available	46	45	44	44	44	During 2014/15, the average NO2 value for each diffusion tube which exceeded the limit value was 44.9ug/m3, which is within the target set.
17	Food Safety - % of broadly compliant food premises based on food business risk assessment scores		85%	90%	85.7%	90%	83.3%	86%	86%	86%	86%	86%	At the end of 2015/16, of a total of 1,500 food premises in Renfrewshire, 1,250 were broadly compliant with food hygiene legislation.
18	Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating		New from 2015/16				97.3%	97%	97%	97%	97%	97%	At the end of 2015/16 there were 1,287 premises within the Food Hygiene Information Scheme, of which 97.3% have a Pass or Pass with Eatsafe.
19	Trading Standards - business advice requests completed within 14 days		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	During 2015/16 the service received 107 business advice requests, all of which were fulfilled within the 14 day timescale.
20	Trading Standards - consumer complaints completed within 14 days		82%	80%	81.1%	82%	87.4%	82%	82%	82%	82%	82%	During 2015/16 the service dealt with 548 consumer complaints, 479 of which were completed within the 14 day timescale.



Code	Performance Indicator	On Target	2013			2014			2015		2016		2017		Explanation of Performance
			Value	Target	Value	Value	Target	Target	Value	Target	Target	Target	Target	Target	
21	Number of people killed in road traffic accidents in Renfrewshire		5	n/a	9	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	The road traffic accidents statistics are compiled from Police statistics and published by Transport Scotland annually:-Reported Road Casualties. A National Statistics Publication for Scotland.
22	Number of people seriously injured in road traffic accidents in Renfrewshire		33	n/a	37	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	The road traffic accidents statistics are compiled from Police statistics and published by Transport Scotland annually:-Reported Road Casualties. A National Statistics Publication for Scotland.
23	Number of children killed in road traffic accidents in Renfrewshire		0	n/a	0	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	The road traffic accidents statistics are compiled from Police statistics and published by Transport Scotland annually:-Reported Road Casualties. A National Statistics Publication for Scotland.
24	Number of children seriously injured in road traffic accidents in Renfrewshire		4	n/a	4	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	The road traffic accidents statistics are compiled from Police statistics and published by Transport Scotland annually:-Reported Road Casualties. A National Statistics Publication for Scotland.







Priority 1. A Better Future








Local Outcome 04: The environmental impact of waste generation is minimised and carbon emissions are reduced

Code	Performance Indicator	On Target	2013			2014			2015		2016		2017		Explanation of Performance
			Value	Target	Value	Value	Target	Target	Value	Target	Target	Target	Target	Target	

25	% of Household Waste Recycled (Calendar year data)		44.3%	51%	46.6%	52%	43.9%	52%	55%	55%	There has been a slight reduction in recycling rates from 46.6% in 2014 to 43.9% in 2015. The amount of material recycled significantly reduced under the contract in place from April 2015 until June 2015 but improved when a longer term contract was put in place from June 2015. We are also experiencing a reduction in paper in blue bins which is reflective of changes in news media which has moved towards online sources and away from traditional newspapers.
26	% of Household waste collected which is landfilled (Calendar year data)		50.0%	36%	31.5%	36%	32.0%	36%	35%	34%	The percentage of household waste which is landfilled has again achieved the target set. A strategic approach to encourage behavioural change to tackle contamination of recycling and to improve presentation levels of all recyclates has helped to reduce the amount of waste which is landfilled.
Code	Performance Indicator	On Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Value	2015/16 Target	2016/17 Target	2017/18 Target	Explanation of Performance
27	Street Cleanliness Score - % of areas assessed as clean		87.4%	90%	88.2%	90%	87.9%	90%	90%	90%	The percentage of Renfrewshire's street assessed as clean for 2015/16 is 87.9%, showing a slight decrease on last year. Keep Scotland Beautiful will publish the overall results for Scotland later in the year.
28	% of the vehicle fleet which uses alternative fuels, such as electricity		1%	2%	3.6%	2.25%	5.5%	5%	5%	6%	The % of the vehicle fleet which uses alternative fuel such as electricity was 5.5% at the end of 2015/16. This figure is based on a total of 24 electric vehicles. Around 7% of all diesel used is bio-diesel.

29	Amount of CO ₂ emitted by the public vehicle fleet		3,523	n/a	3,570	3,450	3,535	3,170	3,060	2,950	This indicator reflects the tonnes of CO ₂ emitted from Renfrewshire Council vehicle fleet based on the fuel usage with a slight reduction in the amount of CO ₂ emitted by the public fleet in 2015/16. Although there has been an increase in the number of electric vehicles in the council fleet, these are small vehicles which do not significantly impact the overall amount of fuel used.
30	Reduce the amount of CO ₂ emitted from public space lighting.		7,854	7,240	7,778	6,980	7,262	6,720	6,451	3,200	There has been a significant reduction in CO ₂ emissions from public space lighting in 2015/16. This figure is likely to show a significant improvement over the coming year with the implementation of the LED replacement programme.





Priority 2. A Better Council Local Outcome 07: A sustainable council													
Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
31	Community Resources - Overtime as a % of total employee costs (cumulative)		New from 2015/16				7.3%	8%	7%		6%		All overtime is closely monitored to ensure it does not exceed the target set.
Priority 2. A Better Council Local Outcome 08: Investment in our people and enhanced organisational development													
Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
32	% of CR managers in the 360 process with a completed 360 report		76%	100%	82%	100%	88%	100%		100%		100%	The 360° assessment process for all Community Resources managers is continually being progressed.
33	% of CR employees having completed IDPs (from MDP/MTIPD)		62%	100%	87%	100%	82%	100%		100%		100%	The MDP/MTIPD reviews have been ongoing across the service throughout the year with personal development plans being established for individuals and teams.
34	Improve SVQ levels across the front line workforce - number of staff obtaining SVQ qualifications		73	50	43	50	49	50		50		50	During 2015/16, a total of 49 community Resources' employees achieved an SVQ qualification.
35	Community Resources - Absence %		4.9%	4%	5.2%	4%	4.9%	4%		4%		4%	The annual absence rate for Community Resources has shown an improvement from 2014/15. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
36	Grounds Maintenance - absence %		2.4%	4%	3.3%	4%	3.7%	4%		4%		4%	Absence levels for grounds maintenance employees continue to remain within target. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.







37	Street Cleansing - absence %		4.9%	4%	3.2%	4%	7.2%	4%	Absence levels for our street cleansing staff have increased during 2015/16. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
38	Catering Trading Operation - absence %		6.5%	4%	6.1%	4%	4.6%	4%	Absence levels for our catering staff have shown further improvement during 2015/16 although have not quite achieved the target set. We continue to address employee absence through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
39	Building Cleaning - absence %		5.5%	4%	7.1%	4%	6.1%	4%	Building cleaning employee absence has reduced from 2014/15 but has again failed to meet the target set. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
40	Vehicle Maintenance Transport - absence %		4.8%	4%	3%	4%	2.9%	4%	Absence levels of our vehicle maintenance staff again improved during 2015/16 and have achieved the target set. Absence is being addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
41	Refuse Collection - absence %		4.9%	4%	4.1%	4%	8.5%	4%	The absence levels of refuse collection employees unfortunately increased considerably 2015/16. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
42	Renfrewshire Community Safety Partnership - absence %		8.9%	4%	6.7%	4%	7.0%	4%	Absence levels for Community Safety staff showed a slight increase during 2015/16 but there is still a long term improvement. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
43	Roads Trading Operation - absence %		7%	6.5%	4.2%	4%	7.4%	4%	The Roads Trading Operation absence rate has increased from 4.2% in 2014/15 to 7.4% in 2015/16. Absence continues to be addressed through the council's Supporting Attendance policy.






44	Building Services' Trading Operation - % absence		2.5%	4.9%	4.8%	4.9%	4.5%	4.6%	4%	4%	The absence rates for Building Services Trading Operation has shown a slight improvement from 2014/15 and is within the target set.
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Priority 3. A High Performing Council

Local Outcome 10: Improved performance management framework and approach

Code	Performance Indicator	On Target	2013/14		2014/15		2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
45	Cost of Maintenance per Kilometre of roads		£6,547	n/a	£6,263	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. The 2014/15 data is due to be published late in 2015.
46	% of adults satisfied with parks and open spaces		84%	n/a	86%	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey - Renfrewshire's ranking improved from 20th in 2013/14 to 17th in 2014/15
47	Cost of parks and open spaces per 1,000 of the population		£31,737	n/a	£33,898	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 18th in 2013/14 to 21st in 2014/15.
48	% of adults satisfied with refuse collection		85%	n/a	85%	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey- Renfrewshire's ranking moved from 16th in 2013/14 to 19th in 2014/15.

49	Net cost of waste collection per premise		£43.81	n/a	£44.97	n/a	Data not yet available	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 4th in 2013/14 to 6th in 2014/15.
50	Net cost of waste disposal per premise		£77.09	n/a	£83.61	n/a	Data not yet available	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 13th in 2013/14 to 14th in 2014/15.
51	% of adults satisfied with street cleaning		71%	n/a	67%	n/a	Data not yet available	n/a	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey. Renfrewshire's ranking moved from 24th in 2013/14 to 27th in 2014/15.
52	Net cost of street cleaning per 1,000 of the population		£15,520	n/a	£13,258	n/a	Data not yet available	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking improved from 18th in 2013/14 to 15th in 2014/15.
53	Cost of Trading Standards per 1,000 of population		£2,645	n/a	£2,898	n/a	Data not yet available	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking improved from 3rd in 2013/14 to 1st in 2014/15.
54	Cost of Environmental Health per 1,000 of population		£22,369	n/a	£21,179	n/a	Data not yet available	n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking improved from 25th in 2013/14 to 24th in 2014/15.

55	Land Audit Management System - % of areas assessed as acceptable		n/a	n/a	93.2%	90%	92.7%	90%	90%	90%	Although there was a slight reduction from 2014/15 in the percentage of sites which were assessed as being of acceptable standard, the target of 90% was still achieved.
56	% of pothole repairs completed within timescales		n/a	n/a	63%	80%	62%	80%	66%	68%	Performance was affected by seasonal factors specifically large increases in defects being experienced during the winter months. Resource challenges during this period have resulted in an increase in potholes being repaired out with target repair times. Minor issue regarding delays in the closure of repair instructions within the management information system have also impacted on overall performance.
57	% of FOI requests completed within timescale by Community Resources		99%	100%	99%	100%	100%	100%	100%	100%	The service received 424 Freedom of Information requests during 2015/16 (324 for Community Resources and 100 cross-departmental) all of which were responded to within the statutory timescale.
58	% of front line resolutions dealt with within timescale by Community Resources		91%	88%	80%	100%	87%	100%	100%	100%	The service dealt with 4,884 front line resolutions during 2015/16, 87% of which were responded to within the 5 day timescale.
59	% of complaint investigations completed within timescale by Community Resources		100%	88%	84%	100%	94%	100%	100%	100%	The service received 18 formal complaints during 2015/16, 17 of which were dealt with within timescale.

TO: ENVIRONMENT POLICY BOARD

ON: 18 MAY 2016

REPORT BY: DIRECTOR OF COMMUNITY RESOURCES

**HEADING: COMMUNITY RESOURCES ANNUAL HEALTH & SAFETY PLAN
2016/17**

1. Summary

- 1.1 The Council's Health & Safety Policy and Plan requires that all Services produce an annual Health & Safety Plan. The Plan is attached at Appendix 1 and reviews the Health & Safety performance of Community Resources in the previous calendar year, 2015 and sets out the future objectives in an Action Plan for the current financial year, 2016 to 2017.
 - 1.2 In previous years, the Health & Safety plans have been produced on a calendar year in order to complement the corporate Health & Safety committee meeting cycle. This approach has been revised for 2016 to 2017 where the plan will be set out in financial years to replicate the existing arrangements for all other service and operational plans.
 - 1.3 Community Resources has continued to enhance the arrangements in place for the management of Health & Safety and will look to ensure continuous improvement in relation to Health & Safety performance.
-

2. Recommendations

- 2.1 It is recommended that the Environment Policy Board approves the Community Resources Health & Safety Report for 2015 and the Action Plan for 2016 to 2017.
-

3. Background

- 3.1 Community Resources services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. The service has a gross expenditure budget of approximately £68 million and has approximately 1800 employees.
 - 3.2 The activities delivered include the safeguarding of public health, protection of the environment and improving communities, whilst ensuring the Health & Safety of our employees is of paramount importance.
 - 3.3 The BS OHSAS 18001:2007 registration has been embedded within the Service and successfully retained in 2015. The retention of this registration reflects a strong commitment to ensuring robust, health, safety and welfare management arrangements are in place throughout Community Resources.
 - 3.4 The actions outlined in the Action Plan for 2016 to 2017 will be monitored on Covalent, the Council's performance management system and regular performance updates will be submitted to the Community Resources Senior Leadership Team to ensure key actions are implemented.
-

Implications of the Report

1. **Financial** - none.
2. **HR & Organisational Development** - The report supports the Council's commitment to the health, safety and well being of employees.
3. **Community Planning**

Community Care, Health & Well-being – Facilitating the health, safety and well being of our employees by ensuring that appropriate policies and procedures are developed and adhered to, and that all legal requirements for health and safety are fulfilled.

Jobs and the Economy – The Council recognises employees as its most valuable asset and provides training and support for employees to ensure the organisation is viewed as a valued employer in the area.
4. **Legal** - The service will continue to comply with current Health & Safety legislation.
5. **Property/Assets** - None.
6. **Information Technology** - None.
7. **Equality & Human Rights** – the recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of

individuals' human rights have been identified arising from the recommendations contained in the report.

8. **Health & Safety** - The report supports and demonstrates Community Resources commitment to ensuring effective Health & Safety management..
9. **Procurement** - None.
10. **Risk** - The report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact** - None.

List of Background Papers - None

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COMMUNITY RESOURCES
ANNUAL HEALTH AND SAFETY REPORT
2015

1.0 Introduction

The Council's Health & Safety Policy and Plan requires that all Services produce an annual Health & Safety Plan. The Plan reviews the Health & Safety performance of the Service in the previous calendar year, 2015. In previous years the plan has set out the action plan for the current calendar year, however in order to bring the Health & Safety Plan in to line with other service and operational plans the action plan will be for the current financial year 2016 to 2017. The action plan monitors the performance against key performance indicators in 2015 and allows target setting for performance in 2016 to 2017.

The principal role and purpose of Community Resources is to provide Public Protection (Consumer Protection, environmental strategy and community safety), Amenity Services (Roads, Streetscene, Waste management, refuse collection, transport), Facilities Management (Soft FM – integrated janitorial, cleaning and catering and Hard FM – Building Services and reactive maintenance within the corporate landlord). These services are provided directly to the public of Renfrewshire and indirectly through other Services and partners of the Council.

Community Resources has a gross expenditure budget of over £68 million and has approximately 1,600 employees. These wide ranging and highly visible services are delivered at over 170 Council premises, over 80,000 households and businesses and 800km of maintained roads across Renfrewshire. Community Resources also provides statutory enforcement and related advisory/educational activities. These activities ensure the safeguarding of public health, and the protection of the environment, consumers, workers & local communities within Renfrewshire.

The BS OHSAS 18001:2007 registration has been embedded within the Service and successfully retained in 2015. The retention of this registration reflects a strong commitment to ensuring robust, health, safety and welfare management arrangements are in place throughout Community Resources.

2.0 Management of Health and Safety within the Service

2.1 Broad Context of Health and Safety Policy

The Director of Community Resources has overall responsibility for the application of Community Resources Health & Safety Policy. The Senior Leadership Team (SLT) of Community Resources also takes a lead and active role in the monitoring and application of the integrated "Quality and Health & Safety" management system. The role of Community Resources Health & Safety Coordinator is carried out by the Improvement and Development Manager.

The Health & Safety Policy continues to reflect and provide a guidance framework for the management of Health & Safety in Community Resources.

The objective of Community Resources is to ensure that health, safety and welfare is an integral part of its business and all service areas continually seek to develop a positive culture and attitude amongst its staff to achieve this.

The integrated "Quality, Health & Safety" management system has been further developed as part of the continuous improvement of our management system to reflect structure changes, service improvements and enhanced service delivery arrangements.

A further review of the “Quality, Health & Safety” system will be carried out during 2016 to 2017 in order to take account of the structural changes required to reflect the significant changes which have occurred within the service in recent times.

3.0 Organisation for Implementing Health & Safety Management

3.1 Health & Safety Committee

Community Resources is represented on the Corporate Health & Safety Committee and seeks to play a positive part in the quarterly meetings of the Committee. A programme of meetings of the Community Resources Health & Safety Committee are arranged to match the quarterly meeting cycle of the Corporate Health & Safety Committee.

The Community Resources Health & Safety Committee will continue to keep the Health & Safety Policy up to date and assuring its relevance to, and implementation by, all employees. The committee meets quarterly and comprises Community Resources Senior Managers together with a representative from the Health and Safety Unit of Corporate Services and Trade Union representatives.

The committee provides a forum for discussion and sharing of ideas in the development of the Quality, Health & Safety Management system. The group has been instrumental in the successful retention of BS OHSAS 18001:2007 registration. In addition to the quarterly meetings outlined above, the planning group meet regularly to ensure that a Health & Safety culture continues to be embedded in Community Resources.

The meetings are chaired by our Health and Safety Coordinator and consider:

- (a) Accidents - statistics, trends, investigations and other information to identify causes and provide so far as is practicable for their prevention.
- (b) Workplace inspections (internal) and audits (Corporate and external)
- (c) The planning, performance management and review of our approach to Health & Safety
- (d) The monitoring and implementation of the Health & Safety action plan
- (e) The identification, assessment and recording of risks
- (f) Actions arising from the deliberations of the corporate Health & Safety committee
- (g) Actions arising from the corporate and service Risk Management and planning arrangements, and
- (h) New developments in Health & Safety arising from legislation and Government and Council policy

3.2 Consultation Mechanisms

Information on Health & Safety issues is communicated to employees using various internal channels such as strategic meetings, operations meetings, trade union meetings, workload reviews, performance reviews, tool box talks, e-mail, notice boards and plasma screens.

The joint Community Resources Health & Safety Committee provides a forum for the exchange of views and consultations on Health & Safety issues between management and Trade Unions representing employees who work within Community Resources. This ensures that information is exchanged and disseminated to all employees. The communication with employee groups is essential and allows for better awareness and practice of Health & Safety; the management of risk; the prevention of accidents and ill health, and the maintenance of safe working practices.

This is complemented by joint working arrangements which have been introduced for employee and Trade Union consultation. Fortnightly meetings take place with Senior Managers and Trade Union representatives where key Health & Safety issues are discussed.

Separate service subgroup meetings also take place involving Union and staff representatives to discuss and resolve specific service related concerns, including Health & Safety issues.

4.0 Planning and Setting Standards

4.1 Setting of Health and Safety Objectives

The Community Resources Health & Safety Committee reviews and assesses a number of matters, including:

- Developments in the regulation of health and safety in the workplace and in working practices,
- The identification of areas of work where there is a need for improvement that may entail the implementation of works or investment in equipment, and
- The need for training and raising awareness in relation to health & safety.

The Q-pulse management system assists with monitoring of Health & Safety performance. In addition, the Action Plan contained in the annual plan is monitored on Covalent, the Council's performance management system.

4.2 Training

Training is considered to be integral to the approach to Health & Safety within Community Resources. In 2015, there has been extensive training provided in relation to Health & Safety, a summary of which is attached at Appendix A. In particular there has been training in the following areas:

- 55 employees attended training in manual handling and postural awareness, Refresher Manual handling training has been planned for Community Resources in 2016.

- Over 150 employees have attended a range of Health & Safety toolbox talks, in relation to COSHH, Risk Assessment and Safe Working Practices.
- 121 employees received training in Driver Certificate of Professional Competence Driver Risk. 147 employees received Driver Handling and Overloading training.
-

All training is recorded in Q-pulse, with Service Managers having access to the system to allow performance monitoring of training programmes that have been developed.

5.0 Measuring Performance

- 5.1** The action plan from the current annual Health & Safety plan is monitored on Covalent, the Council's performance management system and quarterly reports are produced to monitor performance against the key performance indicators detailed in the plan.

There was sustained good performance against the key performance indicators in the plan throughout 2015. The performance report is detailed together with the action plan at Appendix 2.

5.2 Active Monitoring

Community Resources successfully retained the BS OHSAS 18001:2007 registration during 2015 with the service being externally audited in line with the Council wide auditing programme by BSI, the Council's external assessor.

There were two audit visits during 2015 covering service areas throughout Community Resources. There were no non-conformances raised.

In addition to external audits, internal workplace inspections are carried out by relevant Community Resources management/supervisory staff. Corporate Health & Safety workplace audits have also been carried out across all areas covered by Community Resources service during 2015.

The Health & Safety Committee met regularly during 2015 facilitating the monitoring of health and safety performance throughout the year to ensure there is regular and focussed monitoring of the key Health & Safety activities within Community Resources.

Accident statistics were reported and analysed at the committee and planning groups with subsequent accident prevention programmes being devised.

5.3 Re-active Monitoring

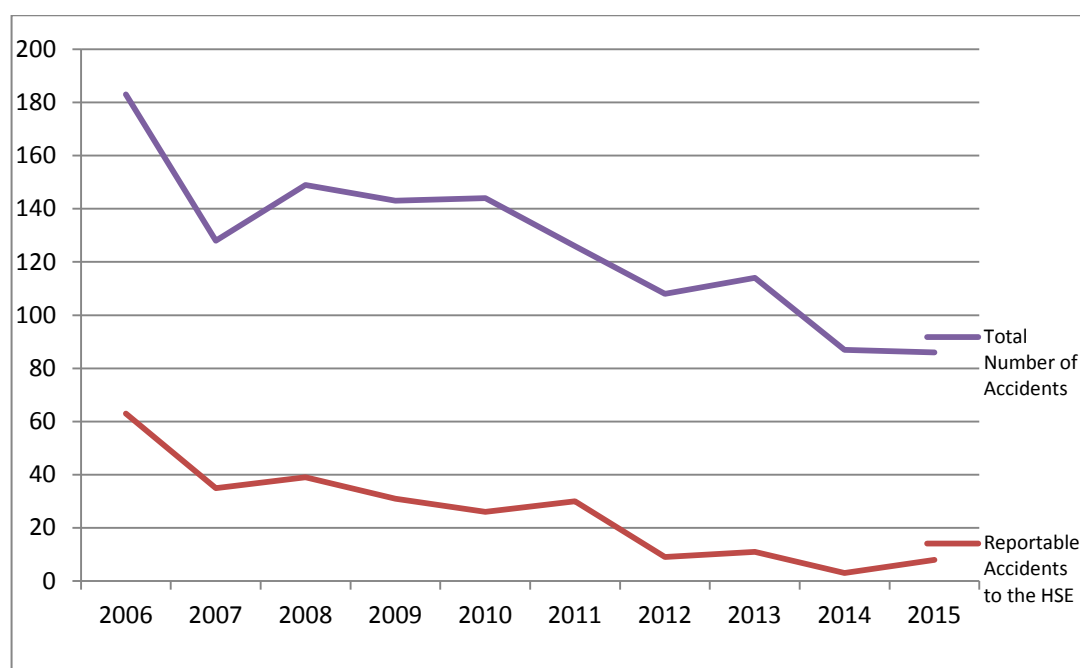
The number of accidents that have occurred in recent years is detailed in the following graph and table:

Table 1: Table detailing number of accidents in Community Resources

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Number of Accidents	183	128	149	143	144	126	108	114	87	86
Reportable Accidents to the HSE	63	35	39	31	26	30	9	11	3	8

Note: Roads and Transportation (2014) and Building Services (2015) are now included in the accident statistics for Community Resources.

Figure 1: Number of accidents in Community Resources



There was a slight decrease in the number of accidents reported in 2015, when compared to 2014. There continues to be a year on year decrease in the number of reportable accidents, which can be attributed to the proactive approach to accident prevention programmes.

Accident trends have been analysed in 2015 and the breakdown of figures for each type of accident and service area is provided in the charts below:

Chart 1: % of accidents in each service area in 2015

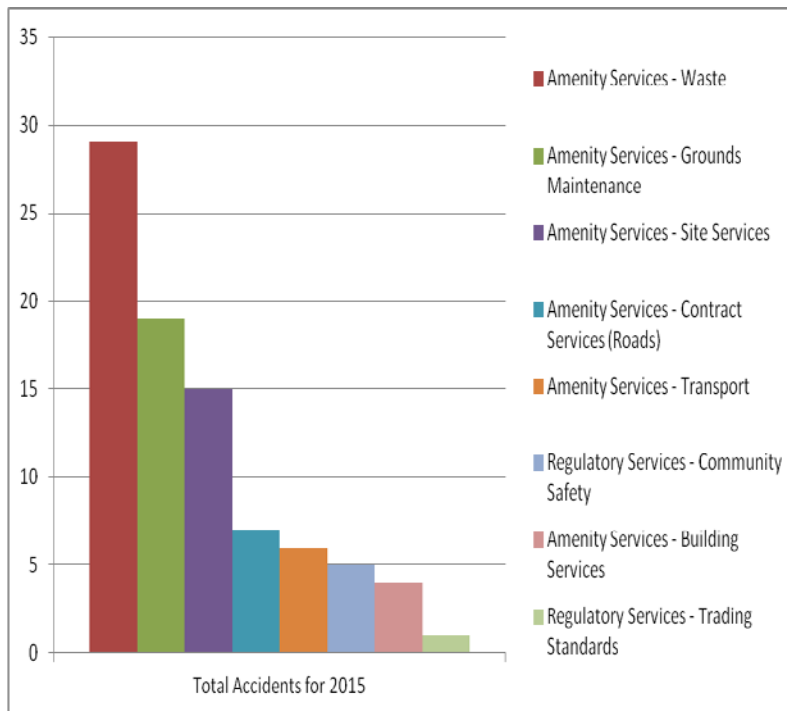
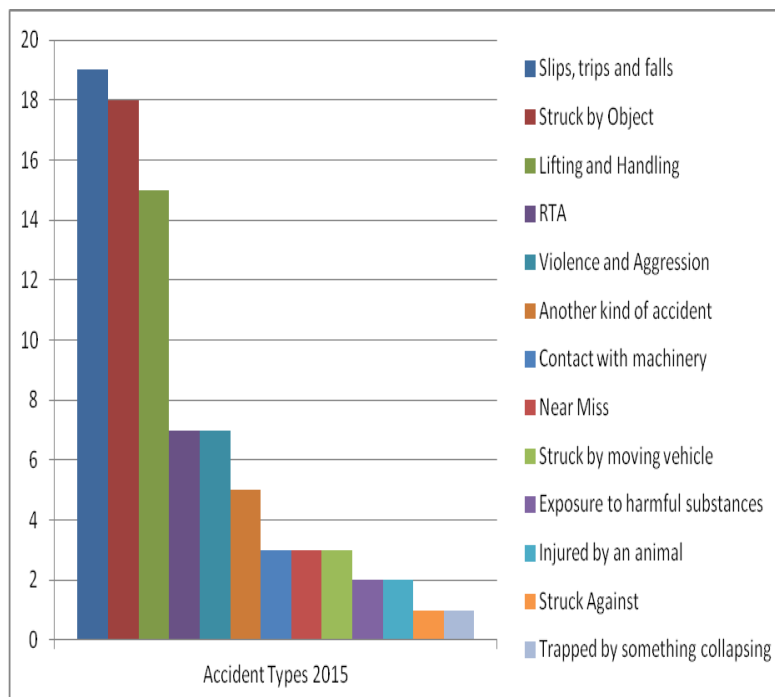


Chart 2: Total number of each type of accident in Community Resources in 2015



The analysis of the accident figures identified that slip/trips was the most significant type of accident across Community Resources in 2015. In recent years manual handling has been the single biggest cause of accidents, however a significant

reduction has been achieved in this area, largely due to improved training and awareness and improvement actions taken as a result of previous accident reports.

During 2015, struck by object was identified as a cause for concern, in particular in the Waste Services area. The issue was identified as bins being suddenly thrown from the vehicle and striking the operatives. There were defects identified on the garden waste vehicles and these have since been remedied. In addition, awareness sessions have been carried out with the operatives to ensure they comply with the safe working practice in terms of position when emptying bins.

The following areas were identified as the most significant types of accident across Community Resources and details are provided into what preventative steps have been taken to reduce the number of accidents in these areas:

- Slip/Trips – Slip/Trips accounted for 22% of accidents in Community Resources in 2015. Incident reviews are carried out after each accident and any required training or awareness is provided. All employees are provided with the correct PPE to carry out their tasks.
- Manual handling – 17% of all accidents in Community Resources in 2015 were attributed to manual handling. This is a 13% reduction from 2013. Whilst due to the nature of the services delivered this area will always be a significant factor in accident reporting, it is positive to note the significant reduction.

5.4 Accident Reporting and Investigation

Community Resources has fully implemented use of the Corporate Accident/Incident Recording Database (AIRD) with local arrangements in place to accommodate staff within Site Services who do not have access to a PC. Support is provided to Service Managers in recording and investigating accidents as required.

Training is available in the use of the AIRD database for Supervisors and Managers who are using the system for the first time and checklists have been developed to assist with this. Where issues have been identified in relation to specific accident forms, these have been taken up with the Service Managers responsible to ensure the accident forms are completed accurately and effectively.

6. Review of Health and Safety Management

- 6.1 The Community Resources Health and Safety Committee will continue to review Health & Safety management issues across the service.

A review of the Quality and Health and Safety management system will be carried out in 2016 to reflect the operational and structural changes required by the departmental and Council reviews.

6.2 Glasgow Bin Lorry Fatal Accident Inquiry

A report relative to the potential implications for the Council in carrying out certain functions as a local authority, following the release of the determination of the fatal accident inquiry, was considered and approved by the Leadership Board on 17 February 2016. The Leadership Board acknowledged that a short term multi-

disciplinary task team had been set up, to consider the findings of the Inquiry and develop an action plan which will address the recommendations made by the Sheriff in so far as it relates to our function as a Local Authority.

All existing drivers of heavy goods vehicles and public service vehicles will undergo an interview with the Council's occupational health provider to confirm fitness to drive.

- The short term task team have been making progress in the specific areas noted below:-
- implications for HR policies and procedures associated with recruitment and employment health checks,
- training for employees and risk assessments for waste collection routes,
- implications of any legislative changes such as increased vehicle specification and the consequent cost and operational issues for the Council,
- the potential impact on the wider Council LGV and PCV fleet and any associated implications for policies and operating procedures,
- the implications for private sector operators of heavy goods vehicles operating in and around town centres and the role that the Council may play with respect to managing risk (recognising that the Council has a statutory duty to ensure that arrangements are in place for the removal of trade waste),
- implications for procurement of employees or services

The short term task group will continue to meet throughout the year and will provide regular progress updates to the Community Resources Health & Safety Committee.

6.3 Supporting attendance is a key priority for Community Resources. Arrangements are in place to utilise the services of the Council's Occupational Health provider. The main elements of the service utilised by Community Resources have been:




- Early intervention programme,
- Employee counselling service,
- Treating employees referred to the service,
- Physiotherapy, and
- Cognitive behavioural therapy for employees.


Service managers are provided with regular updates providing the number of employees who did not attend occupational health appointments. The updates are distributed by the Health & Safety co-ordinator to ensure service managers are able to monitor the use of this valuable resource and to maximise attendance at appointments.


APPENDIX A**Provision of Training for January – December 2015**

Appropriate health and safety training courses, or bespoke courses				
Elementary Food Hygiene	29	32	10	22
First Aid at Work – 2 Day Refresher	17		3	
Manual Handling Toolbox Talk	37	1	12	
Personal Hygiene Toolbox			12	
COSHH (toolbox talk)	46	4		
Risk Assessment (toolbox talk)	13	1	6	
Manual Handling and Postural Awareness	5			
Accident/Incident Reporting Tool Box Talk	13		18	
DCPC – Law CRS 5850/383	1			3
DCPC – Driver Risk	25	32	27	37
DCPC – Fire Fighting & First Aid		3		3
DCPD – Manual Handling		5		3
DCPC –Digital Tacograph				3
Fire Prevention Toolbox	13			
Driving Assessment Cat C		1	2	2
Induction Seasonal Staff	5	17	6	
Violence and Aggression Tool box talk		1		
Food Safety Manual Tool box talk			11	
Isuzu 7.5T Easy Shift Training		4		
Reverse Assessment and Bin Lift Training		5	3	4
Driver Handling NS Overloading Training	95			52
Vehicle Tail Lift Training (Transport)		1		
CSCS Operative Health and Safety Training	3			
Driver Assessment Cat B	1	1	8	
Chainsaw Safe Working Practices Toolbox	6			
Electrical Safety	1			
Play Area Risk Rating Toolbox	3			
Health and Safety Update	1			
Aqua Wash Training & Certificate		3		
Lift Truck Operator Training		1	1	
City & Guilds Level 2 Principles of Safe Handling		1		
TBT Safe Systems of Work (book issued)		25	12	
Risk Assessment / Safe Working Practices			8	
Fire Panel Training				6
Dogs That Fight and Bite Training				2

Community Resources Health and Safety Plan 2016-2017


Health and Safety Objective						
O1: Managing non-conformities resulting from internal audits and BS OHSAS 18001:2007 audits						
Related PI Code	Description	Performance		Status	Latest Note	
CR.HS.01	% of health and safety audits due to be carried out by Community Resources, undertaken on schedule (both internal and 3rd party)		Value	Target		
		2013/14	100%	100%		
		2014/15	100%	100%		
		2015/16	100%	100%		
		2016/17		100%		
Related PI Code	Description	Performance		Status	Latest Note	
CR.HS.02	% of actions, resulting from Health and Safety audits, carried out on schedule (including Community Resources audits, BSI audits and Corporate H&S audits)		Value	Target		
		2013/14	90%	85%		
		2014/15	90%	90%		
		2015/16	100%	100%		
		2016/17		100%		
Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note	
CR.HS.15.01.01 (Revised)	Continue to ensure BS OHSAS 18001:2007 standard is retained by Community Resources	31-Mar-2017				


Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.15.01.02	Undertake a programme of internal audits and workplace inspections and ensure non-conformances and areas for improvement identified are resolved within appropriate timescales	31-Mar-2017			

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
New action	Ensure Community Resources is prepared for the transition from OHSAS18001:2007 to ISO45001:2018	31-Mar-2017			

Health and Safety Objective

O2: Monitor and review risk assessment programmes

Related PI Code	Description	Performance		Status	Latest Note
CR.HS.05	% of Community Resources risk assessments reviewed, as scheduled		Value		
		2013/14	92%		
		2014/15	93%		
		2015/16	95%		
		2016/17	96%		
			Target		
			90%		
			90%		
			95%		
			96%		

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
New Action	Continue to improve Health & Safety by working with Services to develop, improve and implement Risk Assessments and Safe Working Practices.	31-Mar-2017			

Health and Safety Objective						
03: Secure a reduction in the number of accidents in the workplace and the resulting days lost due to accidents						
New PI	Related PI Code	Description	Performance		Status	Latest Note
			Value	Target		
			2013/14	114		
			2014/15	87		
			2015/16	86		
			2016/17			
Related Action Code	Related Action Description		Due Date	Progress	Status	Latest Note
CR.HS.15.03.02 (Revised)	Monitor and review the number of workplace accidents to deliver a downward trend in the number of accidents.		31-Mar-2017			
Related Action Code	Related Action Description		Due Date	Progress	Status	Latest Note
New Action	Monitor post action recommendations are robust and fully completed for RIDDOR and Major Accidents.		31-Mar-2017			
Health and Safety Objective						
04: Ensure health and safety training is appropriately delivered and recorded						
Related Action Code	Related Action Description		Due Date	Progress	Status	Latest Note
CR.HS.15.04.02 (Revised)	Monitor new working practices, legislation changes, internal and external accident trends and provide training for employees on specific activities to ensure safe working practices are followed		31-Mar-2017			
Related Action Code	Related Action Description		Due Date	Progress	Status	Latest Note
New Action	Ensure employees receive health & safety induction training		31-Mar-2017			

To: ENVIRONMENT POLICY BOARD

On: 18 MAY 2016

Report by: DIRECTOR OF COMMUNITY RESOURCES

Heading: OPERATIONAL PERFORMANCE REPORT

1. Summary

- 1.1 Community Resources brings together a range of council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on the services and key projects delivered by Community Resources during the period 1 April 2015 to 4 March 2016.
-

2. Recommendations

- 2.1 It is recommended that the Environment Policy Board notes the operational performance update contained within this report.
-

3. Background

- 3.1 Community Resources provides essential services to every household in Renfrewshire and works in partnership with the local community, other services and community planning partners to deliver key council priorities and initiatives. A progress update on the main projects and activities delivered by Community Resources, together with key performance indicators is detailed below.
-

Operational Updates

4. Renfrewshire Community Safety Partnership

Stalled Spaces

- 4.1 Renfrewshire Council distributed £20,000 of funding through a grant funding scheme run as part of Stalled Spaces, Scotland, a programme to revitalise town centres and empower communities. This scheme is supported by Architecture and Design Scotland (A&DS) who contributed funding of £10,000 to the scheme. In total, nine projects have been successful in their bid for Stalled Spaces funding with all of the £20,000 having been allocated. The projects are as follows:

- Reaching Older Adults in Renfrewshire (Paisley, West End)
- Paisley West & Central Community Council (Paisley, West End)
- Loud n Proud (Paisley, Town Centre)
- Environmental Training Team (Paisley, Town Centre)
- I Am Me (Johnstone)
- Renfrew Development Trust (Renfrew)
- Kilbarchan Community Council (Kilbarchan)
- Erskine Music & Media (Erskine)
- STAR Project (Paisley, Love Street)

Each of the funded projects will report back to the Greener Renfrewshire Thematic Board on the progress of the projects.

Street Stuff

- 4.3 The Street Stuff programme continues to be delivered throughout Renfrewshire. To date a record 37,000 plus attendances have been reported for the core programme in 2015/16. Funding received from Renfrewshire's Tackling Poverty Programme has contributed to this success and has allowed Street Stuff to expand its programme to include after-school sessions in the Shortroods and Gallowhill areas during the period January-March 2016. There has been an average of 100 young people per week participating in these activities. As part of the expanded programme of activities, all young people who have attended the programmes have received a hot meal. Similar expanded sessions are now being rolled out in other communities across Renfrewshire.
- 4.4 The Street Stuff programme continues to work in partnership with the University of the West of Scotland. There are currently 8 Social Work students on observation placements at Street Stuff.

4.5 Training and Employability

Following an eight week training programme at the end of 2015, nine trainees are continuing with the wardens' service and Street Stuff. This is being funded via Renfrewshire's Tackling Poverty programme. Trainees' activities include engaging with community networks, extra attention patrols and environmental activities, as well as delivering an educational workshop on dog fouling and littering at the annual Safe Kids programme.

4.6 Rapid Response Team

The Rapid Response Team has been undertaking environmental enforcement patrols within Paisley town centre three times a day. This includes engaging with local businesses regarding trade waste issues as well as providing graffiti kits. The team have also been engaging with community groups, as well as monitoring hot spot areas for environmental issues. Community Resources has also been working in close partnership with the Environmental Training Team (ETT). The ETT is a local enterprise company which provides opportunities for local residents to volunteer in local projects in their community. In 2015/16, ETT volunteers have been involved in the several projects including Hammills Walkway, Paisley BID area, old Arnotts building, Paisley High Street, Anderson Drive, Renfrew and various gap sites through 'Stalled Spaces' funding.

5. Regulatory Services

Trading Standards

5.1 Best Bar None

Best Bar None is an accreditation scheme which aims to recognise and reward well-managed licensed on-sales venues. Five venues from this year's local scheme were short-listed for the Best Bar None Scotland Awards 2015-16 on Thursday 24 March 2016.

5.2 None of our nominees received national awards at the ceremony; however as national finalists they have been recognised as being in the top five venues of their type in Scotland, which is a great achievement. The Renfrewshire venues which were shortlisted are:

- Bishopton Inn Hotel - Best Bar
- Bar Varia - Best Independent Bar
- Lord of the Isles - Best Pub
- Fantoosh - Best Nightclub
- Bar Varia - Best Use of Innovation

- Hamishes' Hoose - Heart of the Community
- 5.3 A forthcoming report to the Environment Policy Board will seek approval to re-invigorate the local scheme through the introduction of new local categories such as best premises manager, best family establishment and most improved venue.
- 5.4 **Trusted Trader**
The Renfrewshire Trusted Trader scheme continues to steadily grow, with 43 traders now members of the scheme and a further 6 applications pending. Four new trade categories are represented this year, and customer feedback about member traders remains high, with more than 1,700 customer feedback forms received and an average customer satisfaction score of 9.7 out of 10. Annual unique web hits have increased to over 12,000 in 2015/16, an increase of 25% on the previous financial year.
-

6 Amenity Services Waste

Glasgow Bin Lorry Crash – Fatal Accident Inquiry

- 6.1 A short term multi-disciplinary task team has been set up to consider the findings of the recent fatal accident inquiry relating to the December 2014 Glasgow bin lorry crash. The task team will develop an action plan to address the Sheriff's recommendations in so far as it relates to our function as a local authority.
- 6.2 A report was submitted to the Leadership Board on 29 March which provided an update on the early action undertaken by the task team. Progress has been made in the following areas:
- Implications for HR policies and procedures associated with recruitment and employment health checks;
 - Training for employees and risk assessments for waste collection routes;
 - Implications of any legislative changes;
 - The potential impact on the wider council LGV and PCV fleet;
 - The implications for private sector operators of heavy goods vehicles operating in and around town centres;
 - Implications for procurement of employees or services; and
 - Further reports will be submitted to the Leadership Board with updates being provided to the Environment Policy Board.
-

7. Amenity Services, StreetScene & Land Services

7.1 StreetScene Services

StreetScene Services continue to provide operational support to initiatives in Paisley Town Centre, and has been working with Development and Housing Services to continue the successful Employability Initiative aimed at delivering environmental improvements in:

- Neighbourhoods managed by Housing Services and
- Paisley Town Centre

7.2 The initiative provides hard to reach, long term unemployed, individuals aged between 16 and 25 with life skills, training and work experience to allow them to enter the job market. The initiative also delivers environmental improvements in Paisley Town Centre and neighbourhoods that have suffered from poor environments.

7.3 The aim of this approach is to provide a mix of development opportunities for trainees within the available funding constraints, whilst addressing operational priorities identified by officers and communities. This approach will also contribute to the aims and objectives of the Paisley Town Centre Heritage Strategy, and the Paisley Business Improvement District.

7.4 The second group of trainees has recently started with Community Resources, and has been working in the Seedhill area to address environmental issues there.

8. Amenity Services, Roads & Transportation (Fleet and Infrastructure)

8.1 Roads Capital Programme, 2015/16

The capital resurfacing programme for financial year 2015/16 was completed on time and in budget, continuing the investment by the Council to improve the condition of the road network. The new capital resurfacing programme for financial year 2016/17 started in April and will continue on from improvements made in the last financial year to help improve local access within Renfrewshire.

8.2 Improvements to Paisley Town Centre Bus Facilities

The installation of improved bus facilities around Paisley Town Centre has now been completed. Bus stop lay-bys have been lengthened on Gauze Street, a saw-tooth bus stop arrangement provided on Smithhills Street, and all stops have been supplied with raised height kerbs. New shelters have been installed in Smithhills Street, St Mirren Street and on Gauze Street,

outside the Piazza Centre. To complete the project Smithhills Street and Gauze Street have been resurfaced and the carriageway markings repainted.

8.3 North Renfrew Flood Prevention Scheme

The Scheme is now substantially complete, operational and within budget. The Scheme protects some 300 ground floor addresses from direct flood risk from the Mill Burn and tidal Clyde for up to a 1 in 200 year event, inclusive of climate change allowances. Around of 20 mainly business addresses, remain unprotected in line with the approved flood prevention scheme. A scheme of increased flood resilience, rather than direct protection from the Scheme is being promoted whereby such properties could be protected by demountable flood guards at doorways, air bricks etc.

9. Facilities Management

9.1 Soft Services (Catering & Cleaning)

Facilities Management (Soft Services) is participating in the Project Search programme providing work placements for young people with additional support needs. There are currently seven young people working across the service, one in Renfrewshire House and six in schools and social work establishments. Placements are offered on a rotational basis giving young people opportunities to gain vital work experience.

9.2 Facilities Management Building Services

On 17 February 2016 the contract for Street Lighting maintenance was brought in-house to be operated by the Facilities Management Building Services team and will run until 31 March 2017. The contract will be monitored and progress reported back to future Environmental Policy Boards.

10. Performance Update – Indicators and Targets

- 10.1 The table below summarises target and actual performance for key performance indicators and benchmarking targets under each of the key change themes for 2015/16.

Performance Indicators and Benchmarking Targets	Target for 2015/16	Target to Period 12	Actual to Period 12
A Better Future			
(Traffic and Transportation) Traffic light failure - % of traffic light repairs completed within 48 hours	95%	95%	94% (2015/16 year end figure)
(Lighting) Street Lighting Indicators - % repaired attended within 7 days: combined faults	95%	95%	68.7% (2015/16 year end figure)
Percentage of household waste which is recycled	52%	52%	43.9%**
% of all waste collected which is landfilled	36%	36%	32%**
Domestic Noise Complaints – Part V – the average time (hours) between time of complaint and attendance on site	1	1	0.5
Street Cleanliness Score - % of areas assessed as clean	90%	90%	Annual Indicator
Food Safety - % of broadly compliant food premises based on food business risk assessment scores	86%	86%	83% (2015/16 year end figure)
Food Safety - % of premises which currently achieve a Pass rating	97%	97%	97.3% (2015/16 year end figure)
Trading Standards – Business Advice Requests completed within 14 days	100%	100%	100%
Trading Standards – Consumer Complaints completed within 14 days	82%	82%	87%
A Better Council			
Community Resources – Overtime as a % of total employee costs	8%	8%	7.3%
Community Resources – Sickness Absence	4%	4%	4.8%
Grounds Maintenance - Sickness Absence	4%	4%	3.6%
Street Cleansing - Sickness Absence	4%	4%	6.5%
Refuse Collection - Sickness Absence	4%	4%	8.5%
Building Cleaning and Janitorial - Sickness Absence	4%	4%	5.4%
Renfrewshire Community Safety Partnership - Sickness Absence	4%	4%	6.6%

Performance Indicators and Benchmarking Targets	Target for 2015/16	Target to Period 12	Actual to Period 12
Roads and Transportation – Sickness Absence %	4%	4%	2.8%
Developing our workforce – number of SVQ qualifications achieved by our frontline workforce	50	n/a	46
A High Performing Council			
Land Audit Management System - % of areas assessed as acceptable	90%	90%	93%
Percentage of front line resolutions dealt with within timescale by Community Resources	100%	100%	87%
Percentage of complaint investigations dealt with within timescale by Community Resources	100%	100%	93%
% of Freedom of Information requests completed within timescale by Community Resources	100%	100%	100%
% of Community Resources employees having completed IDPs (from MDP/MTIPD)	100%	100%	82% (2015/16 year end figure)

*** Waste data is now published by SEPA on a calendar year basis – this is the data for the calendar year 2015 and has not yet been verified by SEPA.*

10.2 Supporting Information

- **Absence** – sickness absence at the end of Period 12, across Community Resources, was 4.8% this is slightly above the target set of 4%. Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of the services of occupational health.
- **Trading Standards business advice** – all requests for business advice have been completed within the 14 day target.
- **Land Audit Management System - % of areas assessed as acceptable** – 93% of all grounds maintenance areas inspected were assessed to be of acceptable standard at the end of Period 12. This is above the 90% target set.
- **Percentage of household waste which is recycled** - The percentage of household waste which was recycled in 2015 reduced to 43.9%. This is below a target of 52% and below the 45.2% reported to board at the end

of Period 10. This figure has been influenced by the circumstances following termination of the contract for dry recyclate in April 2015. Immediately following the failure of the contractor to take Renfrewshire's co-mingled dry recyclate waste, an emergency contract was put in place. Whilst this contract ensure that the Council's dry recyclate was uplifted, the amount of material actually recycled, initially significantly reduced. Performance improved when a substantive contract was put in place. The figure is also influenced by the reduction of paper in Blue bins associated with the decline in traditional newspapers.

- **(Lighting) Street Lighting Indicators - % repaired attended within 7 days: combined faults** – The street lighting performance was significantly influenced by the contractual issues which occurred through late 2015 and early 2016. This service is now being delivered in house and significant improvements are anticipated through effective performance management.

11. Quality, Training and Development

- 11.1 Training and development of our workforce is a key priority within Community Resources. It ensures that our workforce is equipped with the appropriate skills and gains the experience necessary to deliver services safely, efficiently and effectively. 46 Community Resources' employees have achieved an SVQ since April 2015.

Implications of the Report

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

Children and Young People – the Catering Service promotes the uptake of healthy and nutritious school meals.

Community Care, Health & Well-being – the services encourages use of our parks and open spaces to promote a healthy and active lifestyle.

Empowering our Communities – Community Resources is actively working with community groups to encourage participation to help improve local

communities.

Greener - working in partnership with the community to deliver a cleaner Renfrewshire. Promoting and encouraging waste minimisation through reducing, reusing and recycling.

Jobs and the Economy – the service is actively involved in the Invest in Renfrewshire scheme.

Safer and Stronger - by working with the local community and through enforcement activities, to improve the appearance of local areas and to help reduce anti-social behaviour.

4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for 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** – None.
11. **Privacy Impact** – None.

List of Background Papers: None

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To: ENVIRONMENT POLICY BOARD

On: 18 MAY 2016

Report by: DIRECTOR OF COMMUNITY RESOURCES

**Heading: IMPLEMENTATION OF UNIVERSAL FREE SCHOOL MEALS FOR P1-P3
YEAR ONE UPDATE**

1. Summary

- 1.1 Education (Scotland) Act 1980 Legislation was extended by the Scottish Government in January 2015 to provide a free school lunch for every P1-3 child in Scotland. This was described by the Government as “an investment in our nation’s future” in order to make a significant contribution to the wellbeing of our children and our communities as a whole.
 - 1.2 The Scottish Government provided additional revenue funding of £1.8m, supported by capital funding of £450k in order to make significant changes to kitchens and dining areas and purchase additional equipment in order to deliver this enhanced service.
-

2. Recommendations

- 2.1 It is recommended that the Environment Policy Board notes the progress made in the implementation of Universal Free School Meals since January 2015 and the ongoing work in promoting uptake, particularly in schools with lower uptake figures.
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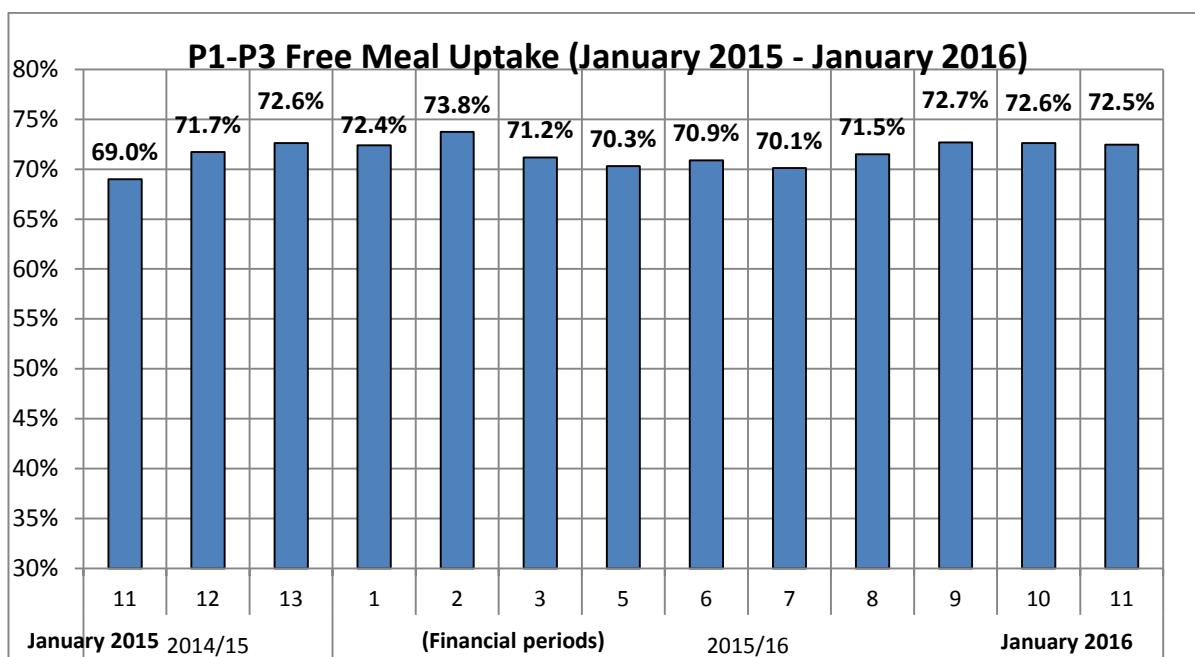
3. Background

- 3.1 During the first year of implementation of Universal Free School Meals (UFSM) for P1-3, the Council completed the roll out of the new 'Grab and Go' style menu across all primary schools. This menu is offered three days per week and allows the child to collect their lunch bag and have the option of eating in the school dining room or playing outside in the playground. On the other two days per week a traditional 'Dine in Day' menu is provided.
- 3.2 All school meals comply with the Schools (Health Promotion and Nutrition) (Scotland) Act 2007 and the Nutritional Requirements for Food and Drinks in Schools (Scotland) Regulations 2008 to ensure that local authorities provide children and young people with a healthy, nutritional meal.
- 3.3 The change in style of menu and the introduction of UFSM for P1-3 has resulted in the following:
- Significant capital investment (£450k) in school kitchen and dining facilities including refurbishment works, additional space and new equipment;
 - Increased staff numbers to deliver the increased uptake in free school meals;
 - Consultation with pupils regarding modernising the school meals service, where the majority of pupils reported back that they wanted the opportunity to be able to socialise with their friends in or outside the school and have time to play;
 - Pupils were involved in the design of the menus and choices available and taster sessions held and continue to be held at parents nights;
 - P1 induction includes school lunch with parent and pupil participation;
 - Grab & Go has reduced the service time in all primary schools, accommodating multipurpose dining halls, providing a more efficient service and allowing the children more time to play;
 - Increased uptake of healthier side dishes through pupil choice;
 - Grab & Go is packaged with fully recyclable products; and
 - Recycle bins have been provided to schools with support from the waste strategy team.
-

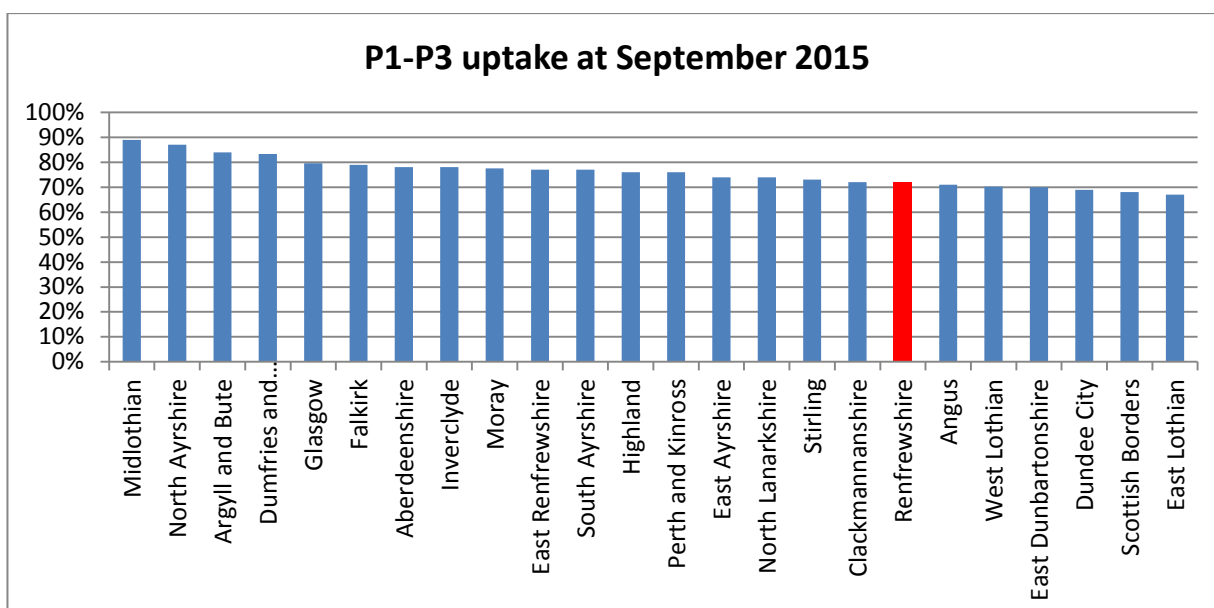
4. Uptake of P1-P3 Free School Meals

- 4.1 In the months prior to commencement of the P1-3 free schools meals policy, uptake in Renfrewshire Council in primary schools (P1-P7) was recorded as 73% on average across the primary school estate. Separate data as specific to P1 to P3 uptake was not available at that time. However, the chart below shows the average P1-P3

uptake of the policy over the first full year of implementation (January 2015 to January 2016) as 72%. This increase in uptake of free school meals in P1-P3 equates to an additional 2,100 school meals served every day. The overall free school meal uptake for primary schools (P1-P7) reflecting in 2015/16 and average of 73%.



- 4.2 During September 2015, Scottish Councils' carried out an informal data collection exercise to determine uptake of the policy to date. Twenty four Councils' participated and the chart below shows uptake at that point in time with the average around 75% and a high of 89% in Midlothian and a low of 67% in East Lothian. Renfrewshire Council's average uptake was 72%.



5. **Process Evaluation of Implementation – NHS Health Scotland**

5.1 In March 2016, NHS Health Scotland published a process evaluation of the implementation of Universal Free School Meals (UFSM) for P1 to P3. The evaluation involved research with parents, pupils and local authorities and aimed to identify barriers and facilitators to implementation of the policy, the impact of implementation and areas to promote and sustain uptake. The findings can be summarised as follows:

5.2 Implementation of UFSM

- Local authorities and schools reported that implementation has been successful and relatively straightforward. Factors that helped implementation included: planning time, an individual schools approach and collaboration between education and catering staff;
- However, one year after implementation some challenges remain. Having enough kitchen and dining hall staff to meet the increased demand for school meals continues to challenge many local authorities;
- Parents and staff also expressed concern that dining halls could be crowded, noisy and particularly intimidating for young people and the policy may have exacerbated these problems. All parties hoped the lunchtime experience would be a positive, supportive and social experience and further action is required to ensure that was the case;
- Local authorities were now turning their attention to increasing the uptake of the policy, however the research highlighted a lack of evidence of routine monitoring of uptake or investigation of the barriers to increasing uptake.

5.3 Factors that influence uptake of UFSM

- Knowledge of UFSM policy among parents was found to be an important factor in increasing uptake. Increasing parental knowledge, including providing information in other languages has been shown to gradually increase uptake;
- Parents' perceptions of the school meal service can also influence decisions on taking UFSM both positively and negatively. Schools and parents both reported that taster sessions had had a positive impact on parents' views of school meals and had also helped to encourage children to try school meals;

- Variation of the school meal menu over the course of the week was also found to vary uptake of UFSM due to the popularity or otherwise of particular items.

5.4 Impact of UFSM

- Research participants from both schools and local authorities reported that UFSM had led to increased uptake of free school meals among P1 – P3 children. However these varied between school and tended to be lower in urban schools with large rolls dining capacity issues;
- All of the parents welcomed the financial benefits that UFSM provided them, particularly those who weren't previously entitled to free school meals. Many of the parents interviewed were worried about the impact on low income families who are no longer entitled to free school meals when their children move to P4;
- All of those interviewed recognised that school meals were often healthier than home packed lunches and felt that UFSM meant that children benefitted nutritionally;
- Further positive and negative unintended impacts:
 - Dining rooms often noisy and crowded
 - Children having sufficient time to eat and play at lunchtime
 - Investment had improved the dining and catering facilities

5.5 Actions to improve implementation and uptake of UFSM

The research identified nine action areas to further promote and sustain uptake of UFSM. Set out below is a summary of the nine action areas, with Renfrewshire actions and progress to date.

1. Communication – Communicate the rationale for the policy to staff and parents, including the reason for targeting P1-3s and the expected benefits;
 - *Leaflets providing information to parents on UFSM have been distributed to P1-P3 parents in Renfrewshire*
2. Improving the dining environment – review the dining hall experience in each school to address any concerns around the impact of increased uptake of meals;
 - *Capital works to improve the dining room environment and purchase of new furniture, tableware and crockery have improved the aesthetics within the dining rooms*

3. Engaging parents and children – taster sessions for parents and children have been shown to increase UFSM uptake;
 - *Parents have been invited to trial a school meal along with their children at induction days and taster sessions have been undertaken at parents' evenings*
4. Staffing – ensure sufficient, trained supervisory staff are available to encourage children to make healthy choices and try new foods;
 - *Staff have been fully trained and spend time encouraging the children to try new foods*
5. Targeted support – local authorities and the Scottish Government could offer support for schools to raise awareness of the policy among parents with English as a second language;
 - *Demonstrations have taken place at parents' nights where an interpreter was involved to provide parents with English as a second language with all necessary details*
6. Menu development – local authorities should consider establishing or enhancing systems for parents and children to feed back on menu choices and to encourage more reflective approaches to menu development:
 - *Workshops have taken place involving parents and children to establish meal preferences for inclusion in the menus*
7. Partnership working – local authorities should facilitate partnership working between education and catering staff to encourage greater integration of catering and food choices into wider school life;
 - *Strong links have been established between facilities management staff and staff within schools. Regular liaison also takes place with management in Children's Services*
8. Monitoring long term uptake of UFSM – the Scottish Government should consider better ways of monitoring and evaluating the impact of UFSM in the longer term;
 - *Procedures are now in place to monitor uptake and understand trends and preferences within the menus*
9. Monitoring uptake data – routine analysis of UFSM at a local level would encourage exploration of barriers to increasing uptake and help identify schools that may require support.
 - *Regular monitoring takes place in terms of both qualitative and quantitative data from children and parents*

- 5.6 As set out above, the Council has already progressed the uptake of Universal Free School Meals (P1-P3) within the areas identified by NHS Health Scotland for future action, but will continue this work to further improve the experience for the children and young people, whilst continuing to increase uptake. The work will also impact on free school meal uptake across the primary school estate, particularly as the Universal Free School Meals P1-P3 progress into the later primary years.
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6. Strategic Priorities

- 6.1 Renfrewshire's Community Plan and the Renfrewshire Council Plan *A Better Future, A Better Council*, outlines our commitment to improving health and well being, reducing the level and impact of poverty and raising educational attainment and our approach to food and healthy eating is a common thread across these priorities.
- 6.2 The Council has made a significant investment in the Families First programme and the Tackling Poverty initiative. Healthy, hot lunches continue to be provided during school holiday periods as part of this programme. In addition, breakfast clubs are being piloted in a number of primary schools to ensure children have access to a healthy breakfast, as well as healthy eating advice. Research has shown that a healthy breakfast can improve concentration and behaviour in children and initial feedback on the pilot from children, staff and parents has been positive in this regard.
- 6.3 Hot food and healthy eating advice is also being provided as part of the expanded StreetStuff programme of activities delivering a youth engagement programme and interacting with children and young people in their own communities.
- 6.4 To meet the Council's strategic priorities healthy, hot food as well as advice on healthy eating is now provided to those that need it all year round and beyond the lunch time service into breakfast and evening provision.

7. UFSM, Continued Development

- 7.1 Since implementation of the policy in January 2015, uptake data has been collated at a school level to provide analysis of performance across all primary schools. This has enabled us to target schools where uptake is lower than expected and share ideas and suggestions for improvement.
- 7.2 Whilst the overall free school meal uptake (P1-P3) is being sustained at an average of 73%, the data analysis of UFSM P1-P3 is reflecting an increase within this average, with P4-P7 slightly decreased. This was anticipated as a potential impact of UFSM P1-P3 due to the increase in numbers using the dining facilities.

However, it is envisaged that by changing the habits and culture of P1-3 pupils at an early stage, we will start to see a change in uptake as pupils move from P3 into P4

and beyond.

- 7.3 The Renfrewshire Council experience is very similar to that presented in the Health Scotland process evaluation. The biggest challenge in uptake of UFSM is in those schools with large rolls and limited dining room capacity, which makes delivery of the policy logistically difficult.
 - 7.4 Dedicated resource has been committed to the development of UFSM and taking forward the Tackling Poverty initiatives within the service. This will include work to increase the uptake of school meals, expanding the pilot breakfast club programme and the further promotion of healthy eating and healthy lifestyles.
 - 7.5 The Scottish Government *Better Eating Better Learning* guidance is also being implemented to make further improvements in school food and food education, as well as the NHS *Setting the Table* guidance to improve nursery food provision.
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Implications of the Report

1. **Financial** – As detailed in section 1.2 of this report.
2. **HR & Organisational Development** – None.
3. **Community Planning**

Children and Young People – The delivery of our healthy school meal service helps children have the best start in life and supports the link between nutrition and educational attainment.

Greener – The catering service minimises food waste to help reduce the environmental impact of food waste disposal.

Jobs and the Economy – the service actively participates in Invest in Renfrewshire and Project Search.

Safer and Stronger - safe working practices are in place for the delivery of our services. The catering service food safety management system within our secondary schools is ISO 22000:2005 registered.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals'

human rights have been identified arising from the recommendations contained in the report because it is for 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** – None
- 11. **Privacy Impact** – None

List of Background Papers:

Process evaluation of the implementation of universal free school meals (UFSM) for P1 to P3: Research with schools and local authorities, Health Scotland, March 2016

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To: ENVIRONMENT POLICY BOARD

On: 18 May 2016

Report by: DIRECTOR OF COMMUNITY RESOURCES

Heading: Promoting Responsible Dog Ownership in Renfrewshire

1. Summary

- 1.1 Council on 25 June 2015 commended the high standards of dog control, as seen in working dogs (for blind and deaf dog owners) and recommended that all dog owners in Renfrewshire should seek to achieve a similar standard of control. The motion highlighted dog fouling as a matter of real concern for the residents of the east end of Paisley and proposed the implementation of the advice of Dogs for the Disabled and Guide Dogs for the Blind as proper practice for all dog owners.
- 1.2 In order to address this, Community Resources have carried out a review of current activities in relation to dog ownership issues and identified what further actions can be taken promote responsible dog ownership in Renfrewshire. The review has identified that the issue of dog fouling is not restricted to the east end of Paisley or indeed Renfrewshire but is an issue which is a concern across Scotland. The Council has been working alongside the Scottish Government to respond to this national issue and have responded to consultations on key legislative changes which have been introduced and are highlighted at section 1.6 below.
- 1.3 As part of the review Community Resources have developed a strategy which will identify best practice for all dog owners, whilst recognising that the standard of training which assistance dogs receive is unlikely to be achieved by all dog owners.

- 1.4 It is recognised that the significant majority of dog owners are very responsible, ensuring that their dog is kept under proper control. Having a dog can be a hugely rewarding experience but owning a dog comes with responsibilities. A persistent minority of dog owners continue to affect communities by their lack control over their dog's behaviour. As well as causing welfare issues for their pet, irresponsible dog owners can affect communities through dog fouling, and allowing their dogs to cause nuisance to others.
- 1.5 Whilst it is recognised that dog fouling is an issue nationally, significant work has been undertaken in Renfrewshire in recent years to tackle dog fouling and irresponsible dog ownership. This has included a number of high profile dog fouling campaigns, the use of enforcement officers to tackle dog control and dog fouling issues in hotspot locations, education regarding responsible dog ownership undertaken in schools and provision of a microchipping service.
- 1.6 In addition to the local context there have also been legislative changes which came into effect from April 2016 with the introduction of a higher fine level for dog fouling, of £80. The legislation also introduced the requirement for all dog owners with dogs over the age of 8 weeks old to have their pets microchipped and their details registered and kept up to date on an approved database. Wardens can issue owners with a Notice requiring them to get their dog chipped and failure to do so may result in a report being sent to the Procurator Fiscal and fine of up to £500 being imposed.
- 1.7 In order to develop a co-ordinated response to the issue it is recognised that a local strategy requires to be implemented which ensures that responsible dog owners are supported and that those who cause issues within their communities are effectively tackled. The proposed strategy will be rolled out Renfrewshire wide in 2016-2017, with a performance review carried out to determine the effectiveness of the Strategy and further actions required.
- 1.8 The strategy has been produced in partnership with relevant services to ensure that the document and recommendations within are realistic, deliverable and achievable. There are 5 priority areas the strategy will strive to deliver against:
- Enhance partnership working,
 - Promote responsible dog ownership in Renfrewshire,
 - Tackle persistent offenders,
 - Improve enforcement procedures, and
 - Tackle Dog's dangerously out of control

- 1.9 For each priority area the strategy will outline service provision across the partnership and detail what the partnership will strive to deliver in 2016/17. The strategy outlines how Renfrewshire's Community Safety Partnership will deliver services which promote the value of dogs and encourage responsible ownership across Renfrewshire.
- 1.10 A booklet is currently being prepared which will summarise the key points within the strategy and this will be available for distribution to members, community groups, housing providers and dog owners in the near future.
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2. Recommendations

It is recommended that the Environment Policy Board:

- 2.1 Notes the legislative amendments introduced by the Scottish Government in April 2016 aimed at responding to this issue which occurs across Scotland:
- Increased fixed penalty notice fines for dog fouling offences from £40 to £80, and
 - Introduction of a requirement for owners to microchip all dogs over 8 weeks old from 6 April 2016,
- 2.2 Notes progress set out in Section 3, on the development of a Promoting Responsible Dog Ownership Strategy and the intention to work with the Scottish Government and other national agencies to develop improved regulatory and enforcement procedures,
- 2.3 Agrees the priority areas, detailed at 1.8, for the Promoting Responsible Dog Ownership in Renfrewshire Strategy.
- 2.3 Requests that further reports are brought back to the Policy Board to provide progress updates with implementation of the Strategy.
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3. Background

- 3.1 Evidence from national and local research continues to highlight that the impact of dog fouling is one of the most important environmental issues affecting communities.

- 3.2 The Renfrewshire Community Safety Partnership plays an active role in educating and informing the public of the issues associated with dog control. The following are examples of some of the ongoing initiatives:
- “Any Bin Will Do campaign” - This was utilised when the use of bespoke dog bins was removed and public were allowed to dispose of bagged dog waste in any council bin.
 - “Do Your Bit” Dog Fouling Campaign - This was rolled out in several hotspot locations. It involved, street cleaning, increased Warden visibility, distribution of communication materials and enforcement.
- 3.3 Failure to pick up after your dog is an offence under the Dog Fouling (Scotland) Act 2003 (as amended). Community Safety Wardens, can issue a Fixed Penalty Notice to the offender. In addition to enforcement work the wardens regularly engage with the public to highlight the issue and its impact on communities. The legislative changes to the Dog Fouling (Fixed Penalty) (Scotland) Order 2016 with the Fixed Penalty Fine level increasing from £40 to £80 in April 2016 will assist in highlighting the importance of the issue across Renfrewshire. As well as the fixed penalty, the Scottish Government is also considering how to develop a more robust system to tackle the issue of collecting unpaid penalties, half of which currently go unpaid across Scotland.
- 3.4 In Renfrewshire a working group of key partners (Community Safety Partnership, Keep Scotland Beautiful, SSPCA and Housing Providers) was established in order to tackle this problem in the most effective manner. The working group have been developing a Renfrewshire wide strategy to allow a co-ordinated and proactive response to dealing with irresponsible dog ownership across the area.
- 3.5 As part of the development of the strategy a number opportunities to work in partnership have been highlighted, including;
- Working with housing providers to develop a dog ownership agreement that tenants would use when requesting permission to keep a pet. The agreement would ensure that owners understand their responsibility to keep dogs under proper control,
 - Liaising with the private sector to promote the new micro chipping requirement. Events will be throughout 2016/17 where microchipping will be available free to dog owners,

- Co-ordinated communications with partners such as Keep Scotland Beautiful to ensure that key messages are delivered to Renfrewshire communities. Resources will include posters, moveable banners and updated website content.

3.8 As part of the strategy, a review of the Enforcement Procedure in relation to dog fouling offences will be undertaken. This will involve working with the Scottish Government to consider improvements that may include the use of witnessed evidence, targeted enforcement of hot spot areas, consideration of plain clothes enforcement, the deployment of mobile CCTV for detection. Part of this review will also include existing and proposed debt recovery procedures in relation to unpaid Fixed Penalty Notices.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community Planning**
A Greener Renfrewshire – The introduction of a new strategy promoting Responsible Dog Ownership will help to ensure that Renfrewshire continues to be a clean and attractive location, providing a healthy, inviting and pleasant environment in which to live, work and do business.
4. **Legal** – Legal Services have been consulted for their views in relation to wording for an Agreement for tenants and further consultation will be required in relation to any proposed changes to enforcement procedures.
5. **Property/Assets**-none
6. **Information Technology** - none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.

- 8. **Health & Safety** – none
- 9. **Procurement** – none
- 10. **Risk** – none
- 11. **Privacy Impact** - none

List of Background Papers - None

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