

Notice of Meeting and Agenda

Infrastructure, Land and Environment Policy Board

Date	Time	Venue
Wednesday, 18 March 2020	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Jennifer Marion Adam-McGregor: Councillor Stephen Burns: Councillor Jacqueline Cameron: Councillor Michelle Campbell: Councillor Carolann Davidson: Councillor Eddie Devine: Councillor Audrey Doig: Councillor Neill Graham: Councillor John Hood: Councillor Karen Kennedy: Councillor Scott Kerr: Councillor James MacLaren: Councillor Will Mylet:

Councillor Cathy McEwan (Convener): Councillor Natalie Don (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 <http://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.

1 Apologies

Apologies from members.

2 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.

FINANCE

3 Revenue Budget Monitoring Report 1 - 6

Joint report by Director of Finance & Resources, Director of Environment & Infrastructure and Director of Communities, Housing & Planning Services.

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Joint report by Director of Finance & Resources, Director of Environment & Infrastructure.

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6 Service Improvement Plans 2020/23

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Report by Director of Environment & Infrastructure.

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ROADS

7 Roads Digital Advertising Guidance 115 - 120

Report by Director of Environment & Infrastructure.

PUBLIC PROTECTION

8 Health (Tobacco, Nicotine etc and Care)(Scotland) Act 2016 - An update on the enforcement of provisions relating to Tobacco and Nicotine Vapour Products (NVPs) 121 - 124

Report by Director of Communities, Housing & Planning Services.

ENVIRONMENTAL ISSUES

- 9 Excess packaging - legislative framework and internal monitoring 125 - 128**
- Report by Director of Communities, Housing & Planning Services.

CLYDE MUIRSHIEL PARK

- 10 Clyde Muirshiel Regional Park Joint Committee - Withdrawal of North Ayrshire Council 129 - 132**
- Report by Director of Communities, Housing & Planning Services.

LAND AND PROPERTY

- 11 Proposed Renfrewshire Allotment Site Regulations in terms of the Community Empowerment (Scotland) Act 2015 133 - 144**
- Joint report by the Director of Communities, Housing & Planning Services and the Director of Finance & Resources.
- 12 Disposal of Former Brownside Farm, Caplethill Road, Paisley 145 - 148**
- Report by Director of Environment & Infrastructure.
- 13 Proposed Disposal of Kelvin House, Forbes Place and Marshall's Lane, Paisley 149 - 154**
- Report by Director of Finance & Resources.
- 14 Lease of Property - 168 Braehead Road, Paisley 155 - 158**
- Report by Director of Finance & Resources.
- 15 Lease of Property - 8 Blackford Road, Paisley 159 - 162**
- Report by Director of Finance & Resources.



To: INFRASTRUCTURE, LAND AND ENVIRONMENT POLICY BOARD

On: 18th March 2020

Report by: Director of Finance & Resources, Director of Environment, Infrastructure & Director of Communities, Housing & Planning

Heading: Revenue Budget Monitoring to 3rd January 2020

1. Summary

- 1.1 Gross expenditure of £28.997m, and income of £7.142m results in a £0.114m year to date overspend for those services reporting to this Policy Board.
- 1.2 The services reporting to this Board are currently forecasting a break-even position at year end.

This is summarised, by service, in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Environment & Infrastructure,	£0.114m Overspend	0.5%	£0.278m Overspend	1.79%
Communities, Housing & Planning (Regulatory Services)	£0.006m Underspend	0.6%	Break-even	n/a

Details of the budget performance for these services are shown in the appendix of this report.

2. Recommendations

- 2.1 It is recommended the Infrastructure, Land and Environment Policy Board note the contents of this report.
-

3. Budget Adjustments

- 3.1 There were no significant budget adjustments between period 8 and period 10.

4. Environment & Infrastructure

Current Position:	Net overspend	£0.114m
<i>Previously Reported:</i>	<i>Net Overspend</i>	<i>£0.278m</i>

4.1 Sustainability and place

Current Position:	Net underspend	£0.015m
<i>Previously Reported:</i>	<i>Breakeven</i>	

The current overspend is due to demand pressures on the service and additional resource required to cover long term absence in the service. Progress has been made in getting staff back to work and the overspend in this area is starting to come down.

4.2 Parking of Vehicles

Current Position:	Net overspend	£0.070m
<i>Previously Reported:</i>	<i>Net Overspend</i>	<i>£0.070m</i>

This overspend is a result of a reduction in parking fines income, and against the income targets for on and off-street parking.

4.3 Refuse collection

Current Position:	Net overspend	£0.070m
<i>Previously Reported:</i>	<i>Net overspend</i>	<i>£0.060m</i>

This overspend is a result of new housing and extended collection routes.

4.4 Refuse disposal

Current Position:	Net underspend	£0.011m
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Previously Reported: ***Breakeven***

The current underspend is due to the commissioning period for the new contract being extended into January of 2020, at reduced disposal costs.

4.5 Projected Year End Position

It is currently forecast that the Environment & Infrastructure services reporting to this Policy Board, will break even at year end. The Department and the leadership team continue to undertake a range of management actions, to address the budget pressures.

This forecast position is also based on assumptions around:

- the costs of disposal of residual and re-cyclate waste (including garden and food waste) and the costs of variable service delivery, such as roads maintenance activity through the autumn/winter period (October 2019 to March 2020)

5. Communities, Housing & Planning (Regulatory Services)

Current Position: **£0.006m underspend**

Previously Reported: ***Breakeven***

5.1 Projected Year End Position

It is currently forecast that Regulatory Services will deliver a breakeven position at the year end.

Implications of the Report

1. **Financial** – As detailed in Section 4 of the report.

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

3. **Community Planning**

Jobs and the Economy – the service supports the improvement of infrastructure to encourage inward investment. The service actively participates in Invest in Renfrewshire initiatives.

Safer and Stronger - safe working practices are in place for the delivery of our services.

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 as it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** – None
11. **Privacy Impact** – None
12. **Cosla Policy Position** - None
13. **Climate Risk** - None

List of Background Papers – none

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RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/20
1st April 2019 to 3rd January 2020

POLICY BOARD : INFRASTRUCTURE, LAND AND ENVIRONMENT

Description (1)	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	(2)	(3)	(4)	(3-4)	(5)	
	£000's	£000's	£000's	£000's	%	
Employee Costs	20,733	15,726	15,840	(115)	(0.70)%	overspend
Premises Related	701	548	544	3	0.60%	underspend
Transport Related	3,242	2,494	2,494	(1)	0.00%	overspend
Supplies and Services	11,465	8,762	8,762	(0)	0.00%	breakeven
Third Party Payments	3,023	2,325	2,323	2	0.10%	underspend
Transfer Payments	7	4	4	0	11.40%	breakeven
Support Services	201	145	146	(1)	(0.60)%	under-recovery
GROSS EXPENDITURE	39,371	30,003	30,114	(111)	(0.40)%	overspend
Income	(9,432)	(7,223)	(7,226)	3	0.00%	over-recovery
NET EXPENDITURE	29,940	22,780	22,888	(108)	(0.50)%	overspend

Bottom Line Position to 3rd January 2020 is

£(108,000) Overspend

-0.47%

Anticipated Year end budget position is

Breakeven

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/20
1st April 2019 to 3rd January 2020

POLICY BOARD : INFRASTRUCTURE, LAND AND ENVIRONMENT

Description (1)	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Revised Actual (4) £000's	Budget Variance		
				(3-4) £000's	(5) %	
Directorate & Change Management	831	639	639	(0)	(0.04)%	breakeven
Refuse Collection	6,074	4,672	4,742	(70)	(1.50)%	overspend
Refuse Disposal	7,635	5,873	5,861	11	0.2%	underspend
Streetscene	5,092	3,917	3,917	(0)	(0.00)%	breakeven
Sustainability & Place	491	377	363	15	3.9%	over-recovery
Transport	1,344	1,033	1,033	0	0.0%	breakeven
Transport Maintenance	(712)	(547)	(547)	(0)	0.1%	breakeven
Roads Maintenance Operations	2,374	1,826	1,826	(0)	(0.01)%	breakeven
Infrastructure & Assets	644	495	495	(0)	(0.06)%	breakeven
Regulatory Services	1,676	1,039	1,033	6	0.6%	underspend
Flooding	125	96	96	0	0.2%	breakeven
Structures	126	97	97	(0)	(0.21)%	breakeven
Street Lighting	849	653	653	0	0.1%	breakeven
Traffic Management	1,208	929	929	0	0.0%	breakeven
Parking of Vehicles	(984)	(757)	(687)	(70)	9.3%	under-recovery
SPTA	3,168	2,437	2,437	(0)	(0.00)%	breakeven
NET EXPENDITURE	29,939	22,780	22,888	(108)	(0.47)%	overspend

Bottom Line Position to 3rd January 2020 is

£(108,000) Overspend

Anticipated Year end budget position is

Breakeven



To: INFRASTRUCTURE, LAND & ENVIRONMENT POLICY BOARD

On: 18th March 2020

Report by: Directors of Finance & Resources and Environment & Infrastructure

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 3rd January 2020 totals £10.178 million compared to anticipated expenditure of £10.176 million for this time of year. This results in an over spend of £0.002m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Environment & Infrastructure	£0.002m o/spend	o/spend	£0.001m o/spend	0% o/spend
Total	£0.002m o/spend	0% o/spend	£0.001m o/spend	0% o/spend

- 1.2 The expenditure total of £10.178 million represents 71% of the resources available to fund the projects being reported to this board, which compares with 65% at the same stage last year. This expenditure represents actual financial payments processed, as opposed to the value of work completed by the 3rd January, with the projects expected to be completed within the agreed timescales.
- 1.3 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 the Infrastructure, Land and Environment Policy Board notes the contents of this report.
-

3. **Budget Changes**

- 3.1 Since the last report budget changes in 2019-20 totalling £0.758 million have arisen which reflect the following:

- Budget carried forward to 2020/21 from 2019/20 (£0.755m):
 - Bridge Strengthening (£0.160m) reflecting the cash flow timing of work to be carried out at Plymuir, Wright Street and Crosslee bridges;
 - Lighting Column Replacement (£0.194m) for bespoke concrete column contract awarded, starting in early March with a 12 week completion;
 - Parks & Cemetery Improvement Programmes (£0.373m) for the cash flow to match the individual project award timescales.
 - Multi Purpose Bins (£0.028m) for updated cash flows received for the project;
- Budget brought forward into 2019/20 from 2020/21 (£0.300m):
 - Roads/Footway Upgrade Programme (£0.300m) to bring forward planned work reflecting the overall progress made.
- Budget decrease in 2019/20 (£0.303m):
 - Strathclyde Passenger Transport (£0.303m) due to changes to the planned works to be carried out within Traffic Management during 2019-20.

4 **Background**

- 4.1 This monitoring report details the performance of the Capital Programme to 3rd January 2020 and is based on the Capital Investment Programme approved by members on 28th February 2019, adjusted for movements since its approval.
- 4.2 The Department of Environment and Infrastructure has a Capital Investment programme for 2019/20 of £14.3m, allocated over 14 separate projects. The delivery of all projects, as detailed in Appendix 1, is anticipated with full expenditure based on the revised project costs for 19/20 expected by the 31st March 2020.

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.
3. **HR & Organisational Development** – none.
4. **Community Planning** –

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is more energy efficient.
5. **Legal** – none.
6. **Property/Assets** – none.
7. **Information Technology** – none.
8. **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.
9. **Health & Safety** – none.
10. **Procurement** – none.
11. **Risk** – none.
12. **Privacy Impact** – none.
13. **Cosla Policy Position** – none.
14. **Climate Risk** – none

List of Background Papers

- (a). Non-Housing Capital Investment Programme 2019/20 to 2021/22 – Council, 28th February 2019.
- (b). The contact officers within the service are:
Debbie Farrell, Extension 7536
Geoff Borland, Extension 4786

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Infrastructure, Land & Environment - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: INFRASTRUCTURE, LAND & ENVIRONMENT

Project Title	Prior Expenditure to 31/03/2019* £000	Approved Programme @28/02/19 £000	Current Programme MR 10 £000	Year To Date Budget to 03-Jan-20 £000	Cash Spent to 03-Jan-20 £000	Variance to 03-Jan-20 £000	% Variance	Cash to be Spent by 31-Mar-20 £000	% Cash Spent	Full Programme - All years		
										Total Programme to 31-Mar-22 £000	Total Cash Spent to 03-Jan-20 £000	Total Cash to be Spent to 31-Mar-22 £000
ENVIRONMENT & INFRASTRUCTURE												
Cycling, Walking & Safer Streets (Funded by Specific Consent)	0	289	289	130	131	-1	-1%	158	45%	1,289	131	1,158
Roads/Footways Upgrade Programme	0	3,000	8,680	7,470	7,471	-1	0%	1,209	86%	39,180	7,471	31,709
Vehicle Replacement Programme	0	1,000	1,994	1,180	1,180	0	0%	814	59%	1,994	1,180	814
Bridge Assessment/Strengthening	0	500	573	230	229	1	0%	344	40%	733	229	504
Lighting Columns Replacement	0	500	420	86	88	-2	-2%	332	21%	614	88	526
Traffic Management	0	1,000	0	0	0	0	0%	0	-	1,000	0	1,000
Waste Transfer Station Upgrade	364	0	36	0	0	0	0%	36	0%	400	364	36
Parks Improvement Programme	1,837	0	223	100	101	-1	-1%	122	45%	2,350	1,938	412
LED Street Lighting Strategy	9,250	0	121	0	0	0	0%	121	0%	9,370	9,250	120
Community Halls & Facilities Improvement Programme	2,789	500	15	0	0	0	0%	15	0%	2,804	2,789	15
Depots Improvements (Underwood Road)	2,916	0	78	50	49	1	2%	29	63%	2,993	2,965	28
Multi Purpose Bins	0	0	52	35	34	1	3%	18	65%	80	34	46
Improvements to Cemetery Estate	168	0	789	670	667	3	0%	122	85%	1,041	835	206
Underwood Depot - Workshop Improvements	0	0	36	0	2	-2	100%	34	6%	245	2	243
Strathclyde Partnership Transport	0	0	987	225	226	-1	0%	761	23%	987	226	761
TOTAL INFRASTRUCTURE, LAND & ENVIRONMENT BOARD	17,324	6,789	14,293	10,176	10,178	-2	0%	4,115	71%	65,080	27,502	37,578

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



To: Infrastructure, Land and Environment Policy Board

On: 18 March 2020

Report by: Director of Environment & Infrastructure

Heading: Operational Performance Report

1. Summary

- 1.1 This report provides an overview of key service activities since the last report to the Policy Board in January 2020 and provides an operational performance update on the services and key projects delivered during this period.
-

2. Recommendations

It is recommended that the Infrastructure, Land and Environment Policy Board:

- 2.1 Approves the operational performance updates detailed within this report.
-

3. Background

- 3.1 Environment & Infrastructure 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 the services within Environment & Infrastructure in respect of the areas of activity delegated to this Policy Board, together with key performance indicators is detailed below.

Operational Updates

4. Roads and StreetScene Services

Roads Maintenance

- 4.1 The Capital programme for 2020/21 is currently being developed. A series of engagement sessions were held with key stakeholders including Elected Members, other Council Services and bus operators. The programme shall be published in the Information Bulletin in May.

- 4.2 As part of the development of the Capital Investment programme 2020/21, an Assets and Infrastructure community investment fund will be established. An allocation of money will be set aside for each Local Partnership area to vote on priority infrastructure investments in their area. A range of options will be provided to each area with the community deciding how this money is spent.



- 4.3 The new approach to patching and pothole repairs commenced in Johnstone in February 2020 covering 7,500 square metres of road. The programme will continue throughout 2020 with a focus within the Villages. This approach which has also been completed in Inchinnan, Bishopton and Renfrew (Total of 7,573 square metres) involves grouping together all recorded potholes across an area and carrying out permanent patches to protect the road asset.

Winter Maintenance Plan

- 4.4 The Service's Winter Maintenance Plan continues to be in operation until the end of April for preventative and reactive activities happening 24/7 to keep Renfrewshire's roads and footpaths network safe and accessible. During February 2020, Renfrewshire experienced the highest recorded rainfall in decades culminating on Friday 20th February with Renfrewshire Council receiving flooding reports in over 100 locations across Renfrewshire. Teams from Roads, StreetScene and Building Services worked day and night over that weekend to clear flooded roads and provide assistance, including delivering 22 pallets of sandbags, to residents and businesses in affected areas.

StreetScene Services

- 4.5 StreetScene Services continues to work in partnership with Invest in Renfrewshire to provide opportunities for trainees to develop skills. Three trainees are currently working and building employability skills with the Environment and Place team with further trainees being identified who are interested in StreetScene activities. Teams have been tackling areas of heavy weed growth in Elderslie, Erskine and Johnstone. The team are then moving into Glenburn and Foxbar areas.

- 4.6 A new approach to removing weed growth and stubborn detritus from the footways adjacent to arterial roads has focused on Barochan Road, Bridge of Weir Road, Beith Road and Grahamston Road improving user safety and environmental appearance.
- 4.7 Streetscene Services has also focussed activity in the Renfrew and Braehead area to service and/or replace road assets including bollards, pedestrian guardrails and bins which have become damaged or subjected to graffiti. This work enhances these assets and improves road safety and the look within the local community. This activity will be a rolling programme over the coming year.
- 4.8 A new larger style of litter bin that can be serviced by refuse collection vehicles is being piloted in Lochwinnoch with a view to expanding this across Renfrewshire.
- 4.9 The Memorial Safety programme is underway within Renfrewshire Cemeteries with site zoning and risk assessment completed in all Cemeteries and Churchyard burial grounds. Initial training has been delivered to staff and engagement has taken place with specialist contractors for larger headstones to review the next steps in the programme. Memorial inspections commenced in the old part of Lochwinnoch Cemetery during March 2020. Thereafter, our inspection team will move onto Hawkhead Cemetery.

Respectful Funerals

- 4.10 In March 2018 the Council committed to help alleviate funeral poverty. This included the removal of burial and registration charges for children under the age of 16 years. In line with the Scottish Government's guidance, Renfrewshire Council agreed to extend this to cover under 18 years of age in August 2018. The interments for stillbirths and pregnancy losses are specifically excluded by the guidance. However, Renfrewshire Council continues to provide these types of funerals free of charge within the Baby Garden at Hawkhead Cemetery. The Council continues to work closely with local funeral directors to provide a 'Respectful Funeral Service', which enables families to access a tailored funeral package that is dignified, professional and affordable.

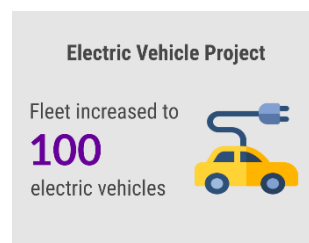
5. Fleet & Social Transport Services

Vehicle Replacement Programme

- 5.1 The Vehicle Replacement Programme 2019/20 has been fully committed achieving total budget spend with all 39 vehicles now in operational service. Fleet Services have worked closely through engagement sessions with drivers and service managers who detailed the service requirement and allowed appropriate planning of the procurement for vehicles to suit their operational requirements, driver safety and comfort aligned to the most economical and climate friendly vehicles on the market.
- 5.2 In addition, 71 end of economic life vehicles have been removed from the Council fleet and replaced by only 34 new low emission vehicles.

Electric Vehicles

- 5.3 Renfrewshire Council will take delivery of 12 electric vehicles in March taking the number of electric vehicles in the Council Fleet to 100. These zero emission vehicles will be used by Care at Home teams who support vulnerable people in our communities.



Sustainable Travel Planning

- 5.6 The Sustainable Travel Planning project now has approximately 300 regular pool car and bicycle users from within Renfrewshire House utilising the current pool fleet largely made up of electric vehicles and significantly reducing carbon emissions.

6. Waste Services

6.1 Contamination Initiative

Waste contamination continues to be an issue in Renfrewshire, specifically with the material presented in blue bins. The service has completed the first phase of our contamination initiative which focussed on paper and card recycling streams and ensuring all blue bins had the appropriate stickers on them advising of the correct recycling material for that bin. The next phase commenced in February and involved crews identifying and tagging contaminated blue bins for residents to remove the contaminated items. Crews have recorded the bins that are contaminated, and the service will use this data to identify where and why contamination is occurring and in which areas to focus our resources. The service will continue to support residents to ensure they are able to participate in recycling.

Commercial Waste

- 6.2 The service is reviewing the provision of commercial waste and recycling services to businesses and other non-domestic customers across Renfrewshire. Waste Services are engaging with customers to review their collection requirements and bin infrastructure to ensure we are able to provide a sustainable service that meets the needs of our customers, our legislative requirements and recycling targets. A full survey of all customer requirements and collection arrangements is taking place through March 2020.

Partnership Working

- 6.3 Waste Services continue to work collaboratively with other council services to share our knowledge and resources to achieve better outcomes for our communities. Successful recent examples include working with Housing Services and Environmental Health to identify and address estate management and environmental issues including historic difficulties increasing participation in recycling.

Zero Waste Scotland Review

- 6.4 Following service changes in December 2018, Waste Services and Zero Waste Scotland are reviewing the new waste collection service being delivered which includes a survey of all non-standard properties across Renfrewshire to ensure the

correct infrastructure is in place and all residents can participate fully in the service. The survey will be carried out in Spring 2020 and will also include a review of our food and garden waste collection routes and infrastructure.

- 6.5 For the period 1 January to 31 December 2019 Renfrewshire's recycling rate was 53%.

7. Transportation and Infrastructure Service

The National Transport Strategy (NTS2)

- 7.1 The Scottish Government published its National Transport Strategy in February 2020. The strategy sets out the ambitions and visions for the transport system over the next 20 years that protects the climate and improves lives. The strategy has four priorities; to reduce inequalities, take climate action, help deliver inclusive economic growth and improve our health and wellbeing. It seeks to ensure transport helps reach the government's target of net-zero emissions by 2045, makes travel accessible to all by reversing dependence on the private car and promoting more sustainable and mass-transit modes, reduces congestion using spatial planning to speed up business and delivery trips and provides a safe and secure network which prioritises active travel modes to enable a healthy and fit nation. The strategy also looks at a high level at the transport governance arrangements, proposing a regional model through a place-based approach.

Bus Stop Improvements

- 7.2 A programme of bus stop improvement works continues in partnership with Strathclyde Partnership for Transport. The programme, to encourage greater bus patronage, includes hard standings, high access kerb treatments and/or new bus shelters at Inchinnan Business Park, Inchinnan Village, Houston; Bishopton, Kilbarchan and Howwood.

Bus Real-time Information Displays, Paisley to Johnstone Corridor

- 7.3 The preparatory work for sixteen bus real time information displays has been completed. Strathclyde Partnership for Transport's contractor will erect and energise these displays in Paisley to Johnstone corridor by the end of March 2020.

Pedestrian Crossings – Bridge of Weir Road, Linwood

- 7.4 At the request of local residents two zebra crossings on speed tables are nearing completion. The crossings will have the dual effect of slowing vehicles and helping pedestrians cross the road at the locations of greatest demand.

Junction Improvement – Junction of Haining Road and Dean Park Road

- 7.5 The junction has been realigned after a review of repeated minor accidents caused by speeding and cutting the corner at this junction, a central island installed and speed tables located on Dean Park Road. These measures are designed to curb speeds, promote the correct use of this junction and reduce accidents.

Junction of Kelburn Oval and Glasgow Road

- 7.6 Consultation on the proposed raised table pedestrian crossing is underway in time for implementation during spring 2020, pending the outcome of the consultation.

Urban Traffic Control System Renewal

- 7.7 The renewal of the Council's urban traffic control system, which manages the operation of the busiest of our traffic signal junctions, has been awarded. Surveys of all the Council's equipment are now complete and the installation of new digital communications equipment is underway removing the analogue system.

Architectural Lighting Improvements – Renfrew and Johnstone Town Centres

- 7.8 As part of the Scottish Government's Town Centre Capital Funding programme, Transportation and Infrastructure have been working in partnership with Council's regeneration team to deliver architectural lighting improvements in Renfrew and Johnstone. The lighting contracts have been awarded with works scheduled to start in Spring 2020 for Renfrew Town Hall, White Cart Bascule Bridge, Bandstand, War Memorial and trees in Houston Square plus CCTV and Lighting improvements in Robertson Park, Renfrew.

ARCHITECTURAL LIGHTING IMPROVEMENTS



LED Street Lighting

- 7.9 Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 96% of Renfrewshire's 30,756 street lights converted to LED Lanterns. The service have now commenced a concrete column replacement contract, through which, 55 concrete lighting columns and their associated sodium lanterns will be replaced with aluminium columns with modern LED equivalent by Autumn 2020. These columns were not in scope of the original contract as they were located in private gardens or in areas that would require special access arrangements.

8. Environment and Place, Team Up to Clean Up

- 8.1 In March, Team Up to Clean Up caddy owners had stock increased with the addition of a snow shovel, grit spreader and salt. 14 of each have been issued to encourage caddy holders, and members of communities, to be pro-active in clearing snow and gritting footpaths around their area.
- 8.2 70 Team Up to Clean Up litter picks took place across the winter period in Renfrewshire. 278 volunteers took part between October and January with a large increase in sole litterpickers being gifted kit to clean up their neighbourhoods. An unprecedented number of litterpicks were recorded in January as a result of this. The increase in activity saw 300 bags of litter removed from Renfrewshire communities by volunteers.

9. Service Developments

Cemeteries Investment

- 9.1 Works relating to the £1 million cemeteries investment have been completed in Hawkhead, Bishopton, Abbey, Houston, Kilbarchan, Lochwinnoch, Broomward and Arkleston. The proposed works in Inchinnan Cemetery will include the construction of a new road and path within the cemetery with the formation of a new entrance / exit and resurfacing works to the existing internal road.

Parks Investment Project

- 9.2 £250,000 has been invested in five community parks across Renfrewshire to improve infrastructure and play equipment. The infrastructure improvements have been delivered in four parks with play equipment installed in two parks at Houston Road, Bridge of Weir and Howwood Public Park with on-going works in three parks.

Cleaning of Statues and Monuments

- 9.3 Work relating to the cleaning of Statues and Monuments in Dunn Square Paisley has started with statues of Queen Victoria and Dr Dunn's Memorial cleaned and protective coated. Statues of Sir Peter Coats and Thomas Coats will be the next phase of this cleaning programme during Spring 2020.

Implications of the Report

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

Our Renfrewshire is thriving / Reshaping our place, our economy and our future - the service is actively involved in the Invest in Renfrewshire scheme and investing in road network to support and facilitate economic growth.

Creating a sustainable Renfrewshire for all to enjoy - working in partnership with the community to deliver a cleaner Renfrewshire. Promoting and encouraging waste minimisation through reducing, reusing and recycling. Reducing carbon emissions, through LED streetlights and electric and low emission vehicles within the council fleet.

Our Renfrewshire is well - the services encourages use of our parks and open spaces to promote a healthy and active lifestyle.

4. **Legal** – None.
5. **Property/Assets** – The Council's roads, fleet and open space infrastructure is maintained and enhanced.

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.
12. **CoSLA Policy Position** – none
13. **Climate Risk** – The performance outlined within the report will continue to contribute to positive climate change.

List of Background Papers: None

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To: Infrastructure, Land and Environment Policy Board

On: 18 March 2020

Report by: Director of Environment & Infrastructure

Heading: Environment & Infrastructure Service Improvement Plan 2020 - 23

1. Summary

- 1.1 The purpose of this report is to seek approval for the Environment & Infrastructure Service Improvement Plan covering the 3 year period 2020 to 2023, attached at Appendix 1 and covering the areas of activity delegated to this Policy Board.
- 1.2 The Service Improvement Plan links to the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a set of documents which provide the strategic direction for the service.
- 1.3 The plan sets out our service priorities, the key tasks to be implemented and by when, and how we will measure progress.
- 1.4 The Service improvement plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2020 to 2023 will be submitted to the Infrastructure, Land and Environment Policy Board in November 2020.

2 Recommendations

It is recommended that the Infrastructure, Land and Environment Policy Board:

- 2.1 Approves the 2020/2021 to 2022/2023 Service Improvement Plan for Environment & Infrastructure attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board;

- 2.2 Agrees that progress in respect of areas of activity delegated to this Policy Board be reported to the Infrastructure, Land and Environment Policy Board in November 2020;
- 2.3 Note that the attached Service Improvement Plan for Environment & Infrastructure is also being presented to the Finance, Resources and Customer Services Policy Board to approve elements covered within that Board's remit.
-

3. Role of Environment & Infrastructure and Key Service Activities

- 3.1 The principal role and purpose of Environment & Infrastructure is to provide:
- Operations and Infrastructure - Waste, StreetScene, Roads, Infrastructure & Transportation, Fleet & Social Transportation.
 - Facilities Management (Hard & Soft Services) – including PPP & Compliance and Building Services.
- 3.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,500 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £73.6 million.
- 3.3 These wide ranging and highly visible services are delivered at 270 Council premises, to over 91,000 households and businesses with more than 849km of roads and transport structure being maintained across Renfrewshire.
-

4. Celebrating success in 2019/20

- 4.1 The following section provides an overview of the main successes and achievements delivered by the service during 2019/20. It provides an overview of the positive impact the service has had on Renfrewshire's households, businesses, schools and communities. Further detail on each achievement can be found in the Plan attached at Appendix 1. A full out-turn report covering Environment & Infrastructure's performance during 2019/20 will be reported to this Policy Board in May.

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

Roads Investment Programme - A total of £8.3 million was invested in roads, drainage and footpaths infrastructure during 2019/20.

Support for Events and Town Centre Activities – the service providing operational support for events in 2019/20 across Renfrewshire, e.g. The Spree; Winter Fest;

Paisley Partnership Cultural Regeneration - Environment & Infrastructure continue to provide support and advice to the Cultural Infrastructure Team for the planned development of the Public Realm in Paisley Town Centre.

Glasgow City Region/City Deal – the service has contributed to the joint work which supports the Glasgow City Region/City Deal.

Walking and Cycling Routes - worked with its funding partners SPT, Sustrans and Paths for All to introduce and encourage the use of a network of walking and cycling routes

Housing Stock Maintenance – During 2019/20 the service maintained around 12,500 Council houses as well as carrying out instructed statutory compliance checks.

Investing in Parks and Cemeteries - 2019/20 Environment & Infrastructure has invested in Renfrewshire's Parks and Cemeteries.

Council Plan Strategic Outcome 3:

Tackling inequalities, ensuring opportunities for all

Creating Employment Opportunities - Environment & Infrastructure has delivered a range of services and projects that has created job opportunities for Renfrewshire's young people and vulnerable people.

Council Plan Strategic Outcome 4:

Creating a sustainable Renfrewshire for all to enjoy

Environment & Place Investment – lead the Environment and Place agenda, fronted by the award winning Team Up to Clean Up campaign

New Recycling and Waste Collection Service - completed the waste service change roll out in Erskine, with an overall increase in recycling rate (estimated) to 53% for the year, the highest the Council has achieved, up from 49%, in line with service change target.

Clyde Valley Waste Management Project - Clyde Valley Waste Management Project, Treatment & Disposal of Residual Waste commenced operation on 7th January 2020.

Electric Vehicle & Charging Infrastructure - secured over £1.7 Million funding to expand the Council's vehicle fleet to 22% electric and to increase community electric vehicle charging infrastructure to 16 locations.

Council Plan Strategic Outcome 5:

Working together to improve outcomes

Service Improvements – successful implementation of Sustainable Travel Planning for employees based in Renfrewshire House which has led to a significant reduction in CO2 emissions.

Staff Engagement – established staff panel representing all services, trade unions sub groups, depot working group staff newsletters.

Service Awards – The service has been successful in a number of national awards including the Scottish Public Services Awards, COSLA Excellence Awards, a number of APSE awards and recognition across 3 categories at the Staff Award.

5. Key Priorities

- 5.1 The 2020-2023 Service Improvement Plan details how Environment & Infrastructure will contribute to and deliver the strategic outcomes of the Council Plan.
- 5.2 The service's key overarching priorities will be:
- Redesign of key business processes; and
 - Digitisation of processes and service delivery.
- 5.3 Implementing an effective process redesign programme, supported by modern digital service delivery, will allow Environment & Infrastructure to realise productivity improvements and achieve better outcomes for Renfrewshire's households, businesses, schools and communities.
- 5.4 The current strategic priorities identified for Environment & Infrastructure reflect the key challenges and opportunities identified by the service and are summarised as:

Right for Renfrewshire - The 'Right for Renfrewshire' programme will deliver a leaner and more efficient organisation that is right for people and right for communities. Operations and Infrastructure will be part of the Placeshaping service redesign. This redesign looked at functions that work across a number of existing services and functions. The service areas under scope for Environment & Infrastructure are Flooding, Roads Development Control, and Transport Strategy. Work will commence over the first half of 2020 on the next tranche of the programme. Environment and Infrastructure will support this next phase of the programme following confirmation of the service redesigns.

Climate Emergency - On 27 June 2019, the Council declared a climate emergency and has pledged to make Renfrewshire carbon neutral by 2030. The Council has established a cross party working group to explore options for action and to make recommendations to Council by end of financial year 2019/20. Environment & Infrastructure will play an active role in the Cross-Party Working Group and already delivers a number of programmes to help mitigate climate change.

'Our Values' – During 2019 the Council launched its Our Values campaign through a series of interactive engagement sessions. The campaign sought to define the Council's culture and core values going forward. Environment & Infrastructure will be actively involved in the roll-out of the value statements arising from the campaign during 2020.

Renfrewshire's Economic Strategy – the service will support the work being carried out to address the economic challenges outlined in Renfrewshire's Economic Strategy with particular focus on improving the economic infrastructure.

Transport Interventions – Environment & Infrastructure will continue to provide a strategic focus on improving transport to facilitate the wider principles of placemaking and regeneration. The Council, along with Strathclyde Passenger for Transport, will

work to support the continued use and increased use of public transport with a focus on bus priority infrastructure along with improved active travel.

Electrification and Sustainable Travel - the Council will expand the electric vehicle fleet and further develop the electric charging infrastructure in Renfrewshire. This will support sustainable travel planning to create modal change encourage greater use of electric vehicles and bikes.

Memorials and Structures in Cemeteries - Following the Fatal Accident Inquiry (FAI) into a death in a Glasgow cemetery, the Scottish Government published guidance on burial ground memorial safety. The service has created a new Memorial and Headstone Inspections policy which will allow Renfrewshire to comply with this guidance.

Workforce Planning – Implement the Environment & Infrastructure workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime.

Use of Data and Technology – The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service, such as that introduced to support the gully service, and tablet technology.

Staff engagement – Embedding the new approach to staff engagement at all levels across the service, with a particular focus on listening, involving, and supporting front line employees.

- 5.5 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions in the Plan at appendix1, set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation time-table, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.

6. Monitoring progress

- 6.1 Implementation of the Service Improvement Plan will be monitored, and relevant activities and progress will be reported to the Infrastructure, Land & Environment Policy Board on a six monthly basis. A review of progress will be brought to this Board in November 2020.

Implications of the Report

- 1. Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – none

3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – none.
13. **Climate Risk** – The priorities and actions outlined within the report will make a positive contribution to tackling climate change.

List of Background Papers:None

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Environment & Infrastructure

Service Improvement

Plan 2020 – 2023



Delivering key frontline Council services to over 91,000 households, businesses, schools and communities



Renfrewshire
Council

**Environment & Infrastructure
Service Improvement Plan 2020-2023**

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1. Introduction to the Service Improvement Plan

- 1.1 The Service Improvement Plan for Environment & Infrastructure covers a 3 year period from 2020/21 to 2022/23. The plan outlines what the service intends to achieve based on the financial and employee resources available. The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which we will deliver during the next three years.
- 1.2 The major factors that this Service Improvement Plan responds to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.3 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Environment & Infrastructure will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
 - Reshaping our place, our economy and our future.
 - Building strong, safe and resilient communities.
 - Tackling inequality, ensuring opportunities for all.
 - Creating a sustainable Renfrewshire for all to enjoy.
 - Working together to improve outcomes.
- 1.4 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned; focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
 - Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
 - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances.
 - Our Renfrewshire is safe: protecting vulnerable people and working together to manage the risk of harm.
- 1.5 The Service Improvement Plan feeds directly into meeting Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that Environment & Infrastructure services have in delivering the strategic vision for Renfrewshire. Service level workforce, financial and risk plans are also closely aligned to the Service Improvement Plan and translate into team and individual development plans.
- 1.6 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the Service Improvement Plan. Integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

2. What We Do

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

Operations and Infrastructure:

Waste, Streetscene, Roads, Infrastructure & Transportation, Fleet and Social Transport



FACILITIES MANAGEMENT



Providing 1.3 m healthy meals annually in nursery, primary, secondary and additional support needs schools

Delivering Tackling Poverty Morning Clubs in 8 primaries and 1 secondary school, alongside Families First, during holiday periods



Providing building services operations for repairs maintenance and compliance across 12,500 Council housing and 270 schools & public buildings

Delivering catering in 20 new establishments for 1140 hours provision due for full implementation in August 2020



Providing Soft FM services including caretaking, cleaning, catering, housekeeping and school crossing patrol services

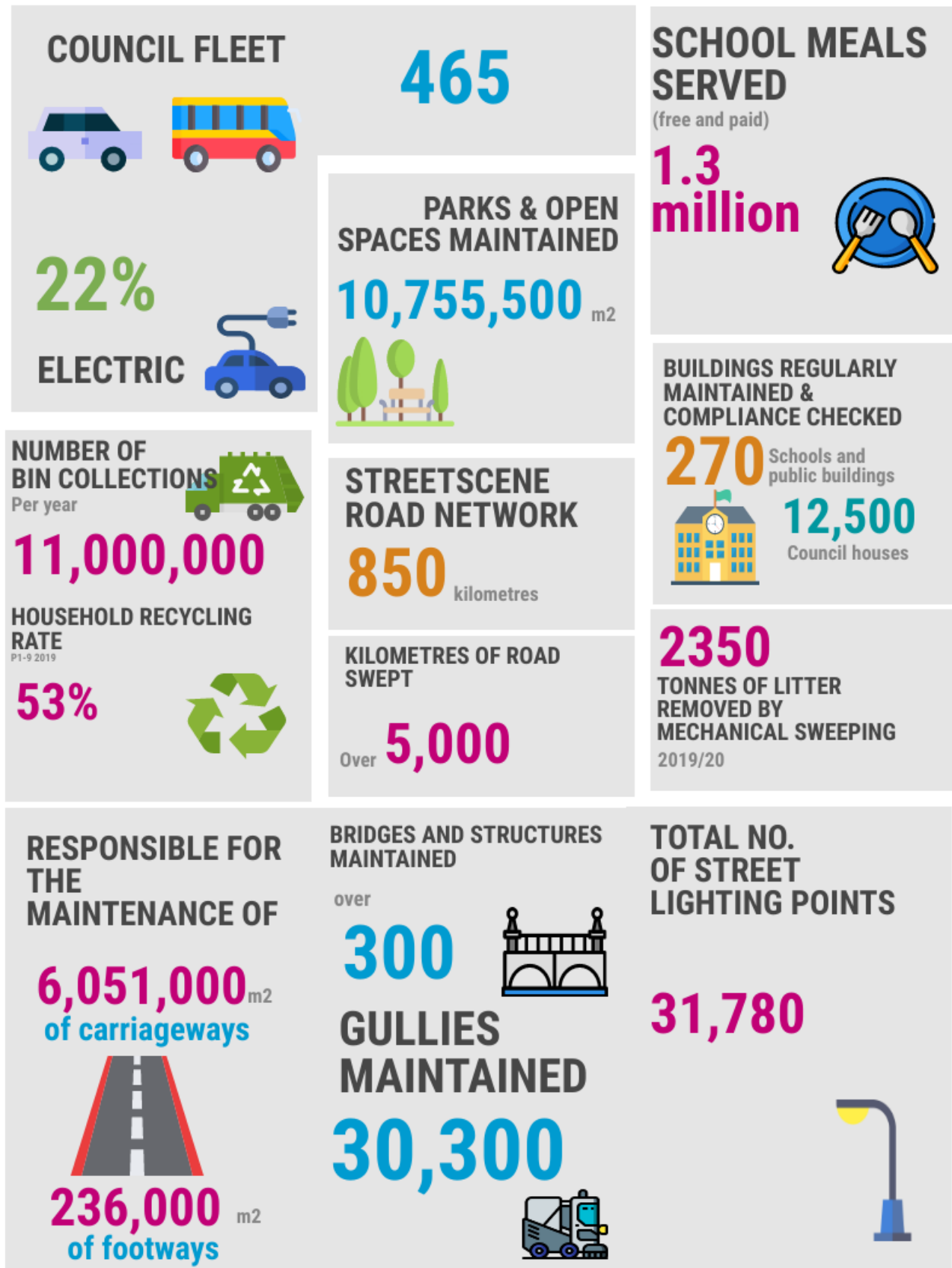
Carrying out repairs and maintenance on nearly 32,000 street lighting points



Strategic lead of the Schools' PPP contract ensuring schools are provided in line with contract specification

Managing Hard FM services and minor capital works across all Council properties





Celebrating success in 2019/20

- 2.3 During 2019/20, Environment & Infrastructure made a positive contribution towards delivering the Council's priorities. The following section provides an overview of the service's key successes and achievements demonstrating the positive impact the service has had on Renfrewshire's households, businesses, schools and communities.

2.4 **Strategic Outcome 1: Reshaping our place, our economy and our future.**



ROADS INVESTMENT PROGRAMME

A total of £8.3 million was invested in roads, drainage and footpaths infrastructure during 2019/20 with 82 carriageways resurfaced, 19 surfaces dressed, 8 micro-surfacing schemes and 56 footways resurfaced, delivering improvements to both strategic and local roads

SUPPORT FOR EVENTS AND TOWN CENTRE ACTIVITIES

Providing operational support for events in Renfrewshire including; The Spree; Winter Fest; Remembrance events; Christmas Lights switch-ons; and Armistice Day/Remembrance Sunday. These events play an important role in supporting the evening and night-time economy in our town centres and provide a respectful environment for residents and visitors to Renfrewshire



PAISLEY PARTNERSHIP CULTURAL REGENERATION

Environment & Infrastructure continue to provide support and advice to the Cultural Infrastructure Team for the planned development of the Public Realm in Paisley Town Centre. The service is also leading on the transportation infrastructure improvements in Paisley Town Centre. These are improving accessibility and connectivity, while supporting economic growth and stimulating visitor numbers.

GLASGOW CITY REGION/CITY DEAL

Environment & Infrastructure contributes to the joint work which supports the Glasgow City Region/City Deal and the £1.13bn Glasgow and Clyde Valley Infrastructure Fund. This is done through the regulation of roads and transportation standards and the development of the proposed cycling network aspects of the Renfrewshire projects.



REGENERATION ACTIVITIES

The service has worked in partnership with developers at Hawkhead Road and Bishopton residential developments to deliver the agreed road network changes. This has supported active travel choices and new infrastructure at junction 29A on the M8 motorway.

WALKING AND CYCLING ROUTES

Environment & Infrastructure continues to work with its funding partners SPT, Sustrans and Paths for All to introduce and encourage the use of a network of walking and cycling routes to offer realistic alternative commuter routes between residential districts and employment opportunities with the potential to reduce single congestion and pollution.



HOUSING STOCK MAINTENANCE

During 19/20 the service maintained around 12,500 Council houses, in addition, the service carried out instructed statutory compliance checks. This included the commencement of a full smoke detector program update, to be delivered by March 2021. The Housing service develops the investment strategy and Building Services facilitate in the delivery of the strategy.

INVESTING IN PARKS AND CEMETERIES

During 2019/20 Environment & Infrastructure has invested in Renfrewshire's Parks and Cemeteries. A sum of £1m was allocated to cemeteries to improve infrastructure and drainage. A sum of £250,000 was invested in parks at Bridge of Weir, Kilbarchan, Howwood, Erskine and Johnstone to improve infrastructure and play equipment.





TACKLING POVERTY MORNING CLUBS

Funded through the Tackling Poverty Programme, Facilities Management, in partnership with Children's Services and Renfrewshire Leisure (RL) provide Tackling Poverty morning clubs in 8 of our primary schools and one secondary school, serving around 2,000 breakfasts each week.

FAMILIES FIRST

Operating in 10 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who were eligible for a free school clothing grant, children who attended additional support needs schools and also to children under five who attended Council pre-five centres during school holidays.



EARLY YEARS STRATEGY

Soft FM services in catering and cleaning have worked in conjunction with Children's Services to support the implementation of healthy nutritional menus for all 3 and 4 year olds and eligible 2 year olds. Building Services has delivered infrastructure and building adaptations across 3 education facilities to accommodate the introduction of Early Years.

CASHLESS CATERING

Roll out of the cashless catering technology has continued throughout 2019/20. This service allows parents to pay for their child(ren)'s meal online and gives visibility of their child(ren)'s meal choices and anonymises free school meal entitlement.

The new system also allows quicker throughput for children using the school meals service.



CREATING EMPLOYMENT OPPORTUNITIES

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

- Providing training for young people as part of Project SEARCH Initiative, delivering work experience for school pupils and West College Scotland students. Work placements were also arranged through Invest in Renfrewshire employment programmes to upskill those furthest from the labour market.
- Working in partnership with University of the West of Scotland and Skills Development Scotland, the service has commenced a Graduate Apprenticeship Scheme offering an opportunity to develop a career in Civil Engineering.
- StreetScene continuing to recruit apprentices on a rolling basis, providing work opportunities for young people in Renfrewshire. They also work with Invest in Renfrewshire to provide opportunities for trainees to develop employability skills.

ENVIRONMENT & PLACE INVESTMENT



Leading the Environment and Place agenda, fronted by the Team Up to Clean Up campaign with the following key activities and outputs:

- Additional and targeted mechanical street cleaning and gully cleaning
- Supporting community and volunteer participation
- An enhanced roadside litter programme during the winter period
- Providing every primary school child in Renfrewshire with a copy of The Clumps' Big Mess (over 14,000 copies), a book designed and targeted at school children to understand the damage of littering

NEW RECYCLING AND WASTE COLLECTION SERVICE

Phase two of the new recycling and waste collection service was rolled out to the remainder of Renfrewshire households in August 2019. This covered 3,400 households in Erskine. This involved the implementation of additional bin infrastructure to ensure Erskine was in line with the rest of Renfrewshire. The new service has seen improvements in the recycling rate which is forecasted to be 53%, the highest rate Renfrewshire has achieved.



CLYDE VALLEY WASTE MANAGEMENT PROJECT

Clyde Valley Waste Management Project, Treatment & Disposal of Residual Waste commenced operation on 7th January 2020. This will assist the Council in meeting its landfill diversion targets, with over 90% of waste becoming refuse derived fuel which will be used to generate renewable energy.

ELECTRIC VEHICLE & CHARGING INFRASTRUCTURE

£1.7 million funding was secured to expand the Council's electric vehicle fleet and to expand electric vehicle charging infrastructure.

The funding supported the increase of the Electric Fleet from 41 to 100 vehicles, representing 22% of the overall fleet.



The £1.7 million funding also supported the expansion of the Council's electric vehicle charging infrastructure in Council Car Parks in Johnstone, Renfrew, Houston, Bridge of Weir, Elderslie, Howwood, Linwood, Bishopton, Erskine and Renfrew.

Installation of the charging infrastructure was carried out by Building Services and has seen 9 rapid and 7 fast chargers installed.

SERVICE IMPROVEMENTS



The service led on the successful implementation of Sustainable Travel Planning for all employees based in Renfrewshire House which has led to a significant reduction in business mileage claims and a corresponding reduction in CO2 emissions as the scheme moves to electric vehicles.

The service has contributed to the Council's Right for Renfrewshire transformation programme. During 2019/20 Facilities Management was included in Tranche 1 of the new programme which looked at a number of service reviews.

CAPITAL PROGRAMME

- Roads/Footways Upgrade Programme - £8m
- Vehicle Replacement Programme - £1.9m
- Bridge Assessment/Strengthening
- Traffic Management
- Improvements to Cemetery Estate
- Waste Transfer upgrade & depot improvements
- Parks Improvement Programme
- Community Halls & Facilities Improvement Programme
- Active Travel and Bus Infrastructure



STAFF ENGAGEMENT



During 2019/20 a staff panel representing all services across Environment & Infrastructure was established. This allows staff to input ideas for the future operation of services. To ensure that all staff are kept updated on outcomes and improvements a quarterly newsletter was established with the first edition delivered in November 2019.

A Depot Working Group focussing on services located in Underwood Road Depot has been created and is informing changes to the working environment within the depot.

SERVICE AWARDS

Team Up 2 Clean Up was recognised at the 2019 Scottish Public Services Awards winning the Community Engagement Award. It also won the 2019 COSLA Excellence Awards in the Strong and Sustainable Communities category. The Street Lighting Team also received a Bronze award at the same awards event.

At the 2019 Renfrewshire Staff Recognition Awards, Team Up to Clean Up and StreetScene secured the Chief Executive's Excellence award, Waste Service were awarded the Sustainability award, and the Social Transport Team won the Community award.

Waste Services has also been shortlisted for the LGC Awards 2020 for Campaign of the Year with the awards ceremony having taken place on 18th March.

Transport Operations were successful in reaching the finals at the APSE Performance Network Awards 2019. One of our Recycling Officers gained a silver award in the Rising Star awards for Waste & Recycling and a StreetScene apprentice was successful in reaching the finals of the APSE StreetScene Horticulture Apprentice of the Year.



3. Our strategic context

- 3.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which Environment & Infrastructure will be focussing on in the first year of this Service Improvement Plan.

National Context

- 3.2 **Financial Climate** - Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue through 2021 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning based on:
- reducing resources given the uncertainty over when and at what level sustained budget growth may return;
 - rising cost and demand pressures continuing to be a feature of the Council's financial outlook;
 - an increasing and ongoing need for the Council to prioritise spend to focus on the delivery of strategic outcomes; and
 - delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements

The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face financial pressures and challenges in both the medium and long term. As a result, Environment & Infrastructure will continue to help deliver financial efficiency savings over the medium term. To identify and deliver efficiencies, the service will continue to review services to help the Council manage the financial pressures in ways that have minimum impact on both our communities and our ambitions for Renfrewshire.

- 3.3 **Climate Emergency** – Scotland's climate change legislation (*The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019*) sets a target of net-zero emissions of all greenhouse gases by 2045. The act makes provision about advice, plans and reports in relation to those targets. The objective is to contribute appropriately to the world's efforts to deliver on the Paris Agreement reached at the 21st Conference of the Parties of the United Nations Framework Convention on Climate Change. Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency.

On 27 June 2019, Renfrewshire Council declared a climate emergency and has pledged to work proactively with others to make Renfrewshire carbon neutral by 2030.

- 3.4 **Early Years Strategy (1140 hours)** - The Scottish Government is implementing an increase in early learning and childcare entitlement from 600 to 1140 hours per year by 2020. This will be for all 3 and 4 year olds and eligible 2 year olds and includes the provision of a free lunch to reduce the cost of childcare for parents.
- 3.5 **UK withdrawal from the EU** - On 31 January 2020, the UK left the European Union and entered a period of transition which will last until the end of 2020. The transition period will see the UK and the European Union negotiate additional arrangements. During this period council services will be supported to effectively plan and prepare for the longer-term impacts of Brexit, with a focus on the local economy, employment, poverty and hardship and issues facing the Council's workforce.

3.6 Legislation

“Developing Scotland’s circular economy: Proposals for Legislation” – This forms part of wider plans for a change in the approach to reducing, reusing and recycling materials to help drive Scotland’s circular economy, as part of Scotland’s response to the global climate emergency. A circular economy is one where resources are kept in use for as long as possible.

The Deposit and Return Scheme for Scotland Regulations 2020 – The Scottish Government has announced legislation to establish a Deposit Return Scheme which will enable consumers to take single-use containers back and redeem a 20p deposit from any retailer selling drinks covered by the scheme, including plastic bottles made from PET (polyethylene terephthalate) plastic, aluminium and steel cans and glass bottles.

Scottish Government Review of School Food Regulations - The Scottish Government is currently undertaking a review of Nutrition Requirements for Food and Drink in Schools (Scotland) Regulations 2008. A technical working group was established to provide evidence-based recommendations to progress school food further towards the Scottish Dietary Goals. New regulations are due to be implemented in 2020. The proposed changes will impact on the current school meal service as well as any other food provision throughout the school day including breakfast service.

Memorials and Structures in Cemeteries - Following the Fatal Accident Inquiry (FAI) into a death in a Glasgow cemetery, Renfrewshire Council is required to respond to the inquiry’s recommendations. In June 2019, in line with recommendations of the FAI, the Scottish Government published guidance on burial ground memorial safety. Environment & Infrastructure has created a new Memorial and Headstone Inspections policy which will allow Renfrewshire to comply with this guidance. This policy outlines the inspection process which will be implemented.

Transport Scotland Act 2019 - The Transport (Scotland) Bill passed Stage 3 on the 10 October 2019. The Bill is split into 6 distinct parts as summarised below.

Part 1: Creation of Low emission zones - A scheme under which individuals driving vehicles which fail to meet specified emission standards will be prohibited from driving within a designated geographical area.

Part 2: Bus services - Provide new powers to local transport authorities to better manage local bus services.

Part 3: Ticketing arrangements and schemes - Makes changes to the existing legislation in the 2001 Act about ticketing arrangements and ticketing schemes for bus travel.

Part 4: Pavement parking and Workplace Parking - Introduces a national ban on pavement (footway) parking and double parking in Scotland to ensure that pavements and roads are accessible for all.

The Bill gives Scottish councils the power to introduce a workplace parking levy on private car parking spaces. It will be for councils to decide how such a levy will work at local level.

Part 5: Road works - Provides new powers to the Traffic Commissioner in supporting efficient road works.

Part 6: Miscellaneous and general - Adjusts the basis on which Transport Partnerships are funded and makes other minor amendments.

National Transport Strategy 2 (NTS2) - The Transport (Scotland) Act 2019 sets out a statutory requirement for Scottish Ministers to establish a national transport strategy for Scotland. The strategy was published on 5 February and sets out a vision for ‘... a

sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, business and visitors.’

The strategy has four priorities:

- to promote equality,
- take climate action,
- help our economy prosper, and
- improve our health and wellbeing.

The priorities and policies contained within the strategy are high-level statements of intent aimed at achieving the vision, priorities and outcomes. They do not include details of specific interventions, such as projects or programmes. The interventions will be set out in a Delivery Plan which will set out how the Strategy will be delivered.

While the Strategy is a Scottish Government document, responsibility for its delivery cannot sit exclusively with central government. Local Government, as well as regional transport partners, businesses and individuals must also engage in Strategy’s delivery to achieve the outcomes sought.

Transport Projects Review (STPR2) - The second Strategic Projects Review will set out a 20-year plan for transport investment based on the National Transport Strategy’s Priorities and in line with the Sustainable Travel and Investment hierarchies.

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

Local Context

- 3.7 **Supporting the Council’s Transformational Programme, ‘Right for Renfrewshire’** - On 19 February 2020 the Leadership Board approved the next phase of the Council’s change and transformation programme, ‘Right for Renfrewshire’. The programme will deliver a leaner and more efficient organisation that is right for people and right for communities, where resource is focused on where it can make the biggest impact. The programme will progress and implement six agreed service designs over the coming months.

Facilities Management is one of the six services in this ‘change’ phase of the service design. The following service areas within Facilities Management will be redesigned:

Catering – Within early years, primary, secondary and residential social care catering services operational changes to the delivery model will be progressed. This will include implementation of digital technology and central coordination for procurement of meal arrangements. Work will also proceed to review the current community meals model with a view to integrating this within the school and residential social care catering service function developing options for the future delivery of the service.

Office and Service Workspaces - The service redesign will seek opportunities to exit from external leases and to integrate offices facilities, whilst investing in accommodation where it is required to provide modern flexible workspaces that support employees to deliver services to customers and communities.

Community Facilities Booking and Access – the service redesign will focus on developing a service which better coordinates booking arrangements and a new facilities management support model for halls and schools. The process will provide a digital booking system, simplified pricing structure and criteria for communities to use to book and pay for community facilities.

Integration of Hard Services Management – this service redesign will see alignment and

integration of hard facility management functions for both public buildings and council housing including asset management, energy management, statutory compliance, contract management and maintenance.

Operations and Infrastructure will also be part of the Placeshaping service redesign. This redesign has looked at functions that work across a number of existing services and functions. The service areas under scope for Environment & Infrastructure are Flooding, Roads Development Control, and Transport Strategy.

In parallel to the proposed implementation programme for the tranche 1, work will commence over the first half of 2020 to scope the next tranche of the programme. Environment and Infrastructure will support this next phase of the programme following confirmation of tranche 2 service redesigns. These service redesigns will ensure that the Council continues to deliver the best possible services for its customers and service users now and in the future.

- 3.8 **Climate Emergency** – As noted in paragraph 3.3 Renfrewshire Council, on 27 June 2019, declared a climate emergency and has pledged to make Renfrewshire carbon neutral by 2030. The actions needed to respond to the climate emergency, are potentially complex and multi-faceted and it is recognised that these need to be supported by organisations across all sectors, and in partnership with local communities. The Council has established cross party working group to explore options for action and to make recommendations to Council by end of financial year 2019/20.

Environment & Infrastructure will play an active role in the Cross-Party Working Group and already delivers a number of programmes to help mitigate climate change. It leads on the Environment and Place agenda, a £2.5million investment across five years which is making a difference to the cleanliness of streets in Renfrewshire and improving the local environment.

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

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

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

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

- 3.8 **Best Value Assurance Audit** - The Council's positive Best Value Audit inspection in 2017, Audit Scotland provided direction on areas for improvement, with seven key recommendations forming an improvement plan. Overall progress against the Council's Best Value Audit actions are monitored annually by the Leadership Board. All actions from the improvement plan are also embedded within the Council and Community Plans and the service improvement planning process.
- 3.9 **'Our Values'** – During 2019 the Council launched its Our Values campaign through a series of interactive engagement sessions. The campaign sought to define the Council's culture and core values going forward. Environment & Infrastructure will be actively involved in the roll-out of the value statements arising from the campaign during 2020.

3.10 Embracing Technology and Data

The service's key overarching priorities for 2020/21 will be:

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

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

Implementation of an effective process redesign programme, in Facilities Management, has been supported by modern digital service delivery. This will allow the service to simplify the customer repair experience and increase process efficiency and asset utilisation that will achieve better outcomes for Renfrewshire's households, businesses, schools and communities.

3.11 Renfrewshire's Economic Strategy - Renfrewshire's Economic Strategy 2020-2030 sets out ambitions and actions to achieve sustained, inclusive growth of the local economy over the next 10 years. Environment & Infrastructure will support work to address the 8 challenges outlined in the strategy with a focus on improving the economic infrastructure. This includes achieving better public transport provision and road capacity.

3.12 The Paisley Town Centre Vision – the service will support the ten year vision set out for Paisley Town Centre with the service having a specific focus on the public realm and transport access.

3.13 Renfrewshire Health & Social Care Partnership Strategic Plan – Environment & Infrastructure will be fully engaged in supporting the HSCP achieve its Strategic Plan priorities. The three year Plan sets out the vision and future direction of community health and adult social work services in Renfrewshire. It covers the period from April 2019 to March 2022 and describes how it will deliver the nine national outcomes.

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

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

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

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

Hard FM services maintain the majority of property and housing revenue account assets with Operations and Infrastructure responsible for the maintenance and development of open space, roads infrastructure and fleet assets to support communities, economic development

and enable the Council to deliver services. In the current financial climate short and long term planning for investment and maintenance in these assets is a key priority for the service.

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

- 3.17 **Transport Interventions** – There continues to be a strategic focus on improving transport within Renfrewshire to facilitate the wider principles of placemaking and regeneration. The Council along with Strathclyde Passenger for Transport work to support the continued use and increased use of public transport the Council has commenced work with local transport providers, to identify potential opportunities for improving bus infrastructure in Renfrewshire, with an initial focus on Paisley Town Centre.

The work will include opportunities to introduce bus priority infrastructure, which would improve journey times to and from Paisley Town Centre and enhance connections to other parts of Renfrewshire. The introduction of bus priority infrastructure along with improved active travel infrastructure will support accessibility to the town and encourage visitors to the town to use public transport services.

- 3.18 **Risk Management** - The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Policy Board. Actions related to strategic or corporate risks, where Environment & Infrastructure is the owner or joint owners of the risks (shown below), are reflected in the Service Improvement Plan; this ensures an additional layer of scrutiny in the management of these risks. Other risks, which may occur only for or within the service, are contained in the Environment & Infrastructure risk register reported to the Audit, Risk & Scrutiny Policy Board. The service's top risks are shown below for information.

Risks	Evaluations
Top strategic risks	
Reducing inequalities in Renfrewshire	Evaluation: Very High
Delivery of Community Empowerment expectations	Evaluation: High
Preparing for the longer-term impacts of Brexit	Evaluation: High
Top corporate risks	
Financial sustainability	Evaluation: Very High
Welfare Reform impacts	Evaluation: High
Right for Renfrewshire	Evaluation: High
Top service-specific risks	
Headstones & Memorial Safety	Evaluation: High
Analogue telephone network will be switched to Digital Network in 2020 affecting Traffic Lights	Evaluation: High
Commercial Vehicle Operators Licence Compliance	Evaluation: High

- 3.19 **Self Evaluation** - The service remains committed to self-evaluation and improvement and is working with the Chief Executive's service to develop and agree an appropriate model that can be used across all staff groups which is easily accessible and fit-for-purpose.

Self-assessment activities are also key elements of ISO, Health and Safety and Investors in People accreditations. Environment & Infrastructure continues to demonstrate compliance with ISO9001 for quality management systems; to contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001; and to operate to ISO22000 for Food Safety

Management Systems in secondary schools and Council run care homes. During the past year a number of key achievements have also been recognised:

- Facilities Management (Soft Services) retained 'Food for Life Served Here' Bronze Award in primary schools; and
- Building Services retained Investors in Young People and will work towards gaining Investors in People for the wider service in early 2021.
- The service has also introduced a new approach involving staff engagement at all levels across the service. The new approach has a particular focus on listening, involving, and supporting front line employees. The purpose of this is to allow staff throughout the service to input to how services are run.

3.20 **Workforce Planning** - The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints. A workforce plan for Environment & Infrastructure has been developed and an associated action plan, with four priority workstreams being:

- Supporting attendance
- Recruitment
- Training and development
- Overtime

The plan will deliver a flexible, skilled, modern workforce that are customer focused and will deliver for communities in Renfrewshire.

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

The Council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. Therefore, specific actions on how Environment & Infrastructure contributes to the development of the Council's six equality outcomes are included within section 10 of the Service Improvement Plan.

4. Environment & Infrastructure Service Improvement Plan 2020-2023

- 4.1 The 2020-2023 Service Improvement Plan details how Environment & Infrastructure will contribute to and deliver the strategic outcomes of the Council Plan.

The following sections provide an overview of how the service will contribute to the strategic outcomes. Under each outcome, the plan:

- Outlines the key priorities the service aims to achieve over the duration of the plan
- Identifies the key actions to be undertaken to meet the priorities
- Sets out the performance indicators to be used to monitor progress

Strategic Outcome 1:

Reshaping our place, our economy and our future

- 4.2 Environment & Infrastructure has a key role to play in maintaining and improving strategic road, rail and transport connections developing the public realm, creating transport strategies, supporting major events and developing the evening and night-time economy in our town centres.



















Priorities 2020/21

- 4.2.1 The key priorities the service aims to achieve are:

- **Roads Infrastructure** – Maintaining and improving strategic road, transport and pedestrian connections and maintain the road network based on the most efficient whole life costs and delivery of the 2020/21 roads and footways increased capital investment programme - £8 million. This is part of an overall investment of over £40m over five years, as agreed at Council on 2 February 2019.
- **Renfrewshire's Economic Strategy** – Supporting the work being carried out to address the economic challenges outlined in the strategy with particular focus on: Improving the economic infrastructure – Implementing measures to influence behaviours and modal shifts including, improved road network; walking and cycling provision; and the development of an enhanced transport infrastructure.
- **The Paisley Town Centre Vision** – Investing in the public realm with a focus on walking, cycling, car parking and civic space.
- **Cultural Infrastructure Regeneration** – Leading on the delivery of transport infrastructure improvements. Infrastructure, transportation and service delivery improvement will support the annual events programme and growing the evening and night-time economy.
- **Glasgow City Region/City Deal** – Continuing support for the infrastructure associated with the City Deal investment projects including strategic roads, transport and cycling schemes.
- **Review of Public Transport** - Undertake a public transport network review with Strathclyde Partnership for Transport as part of the development of a Regional Transportation Strategy. Undertake work to support transport in Renfrewshire, and in particular Paisley Town Centre, which is focussed on improvements to bus infrastructure to improve customer journey times to and from the town centre and across Renfrewshire.

4.2.2 Priority Actions - Reshaping our place, our economy and our future

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver the 2020/21 roads and footways capital investment programme - £8 million	Improvements to the condition of roads and footways infrastructure	Infrastructure & Assets Manager	31-Mar-2021
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	Transportation & Development Manager	31-Mar-2022
03	Support the delivery of City Deal initiatives, combining roads and active travel projects into a coherent network for all road users	Improve transport infrastructure in Renfrewshire, offering more diverse employment opportunities through improved connectivity	Transportation & Development Manager	31-Mar-2022
04	Lead on the works to improve the transport infrastructure in Paisley Town Centre	Create a well-connected more accessible Paisley Town Centre for all	Strategic Change Manager, Services	31-Mar-2022
05	Support economic regeneration and job creation through the regeneration and revitalisation of town centres and the creation of a town centres action plan	Strategic regeneration projects and improved transport networks and public transport infrastructure are delivered in town centres	Head of Operations & Infrastructure	31-Mar-2022
06	Deliver an increase in cycling infrastructure across Renfrewshire	Improve active travel routes across Renfrewshire	Transportation & Development Manager	31-Mar-2021
07	Implement the transfer of the Council's traffic light infrastructure from analogue to digital	Ensure that the Council's traffic light infrastructure is digitally compliant and supportive of an urban traffic control system	Transportation & Development Manager	30 -June 2022
08	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire	Housing properties within Renfrewshire will be maintained to ensure safety and compliance for residents	Senior Facilities Manager (Hard Services)	31-March 2021
09	Continuing to deliver repairs and compliance services to all public buildings in Renfrewshire including schools	Ensure compliance legislation is met within the 270 public buildings in Renfrewshire	Senior Facilities Manager (Hard Services)	31-March 2021
10	Development of a comprehensive transportation improvement plan in response to the new Transport Act, National Transport Strategy and Regional Transport Strategy	Improve connectivity between our towns and villages, improving access to public transport and the development of a range of active travel interventions	Infrastructure, Transportation & Change Manager	31-March 2021

4.2.3 Performance Indicators - Reshaping our place, our economy and our future									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2020/21 Annual Target	2021/22 Annual Target	2022/23 Annual Target	Comments
01 (Maintenance) Carriageway Condition: % of road network considered for treatment									These are annual LGBF Indicators and relate to financial year 2018/19. The 2019/20 data will not be published until February 2021.
(i) A Class Roads	Years	2018/19	23%	25%		22.5%	22%	21.5%	
(ii) B Class Roads	Years	2018/19	24.7%	25%		24.5%	24%	23.5%	
(iii) C Class Roads	Years	2018/19	37.9%	35%		36.5%	36%	35.5%	
(iv) Unclassified Roads	Years	2018/19	36.9%	36%		36.5%	36%	35.5%	
02 (Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Years	2018/19	32.8%	35%		32.5%	32%	31.5%	This annual indicator measures the % of the total roads network were considered for treatment.
03 % of Statutory road inspections categories completed on target:									Targets are set by Scottish Road Works Commissioner.
Category A	Years	2018/19	95%	100%		100%	100%	100%	
Category B	Years	2018/19	100%	100%		100%	100%	100%	
Category C	Years	2018/19	100%	100%		100%	100%	100%	
04 % of pothole repairs completed within timescales	Quarters	Q3 2019/20	41%	75%		75%	75%	75%	The service reported 11,000 potholes in the first 3 quarters of 2019/20.
05 % of reported street lighting faults which were attended within the 7-day timescale	Quarters	Q3 2019/20	98.8%	95%		95%	95%	95%	In the first 3 quarters of 2019/20, the service attended 2,557 active street lighting repair faults
06 % of Overall repairs completed within time by building services	Quarters	Q3 2019/20	94.9%	94%		95%	95.5%	96%	At the end of Q3 the service had undertaken 38,882 repairs in 2019/20.
07 % of reactive repairs carried out in the last year completed right first time	Years	2018/19	88.1%	93%		93%	93%	93%	Just under 33,000 reactive repairs were completed last year.
08 average length of time taken to complete non-emergency repairs	Quarters	Q3 2019/20	8.0	15		15	15	15	This is an LGBF and Charter indicator. 15 days is the max time to complete this type of repair.
09 % of compliance tasks undertaken per year	Quarters	Q3 2019/20	90%	90%		90%	90%	90%	At the end of Q3 the service had undertaken 4,100 compliance tasks.

Strategic Outcome 02: Building strong, safe and resilient communities.

- 4.3 Environment & Infrastructure deliver frontline, every day essential services to Renfrewshire's communities. The service will support the delivery of a range of activities and work with local communities and organisations to support local engagement, empowerment and participatory budgeting.

Priorities

- 4.3.1 The key priorities the service aims to achieve are:

- **Delivering Services in Local Communities** - Working with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities.
- **Participatory Budgeting** - Delivering a framework Participatory Budgeting.

4.3.2 Priority Actions - Tackling inequality, ensuring opportunities for all				
Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver a participatory budget programme for infrastructure and transportation	Local communities will feel empowered and involved	Infrastructure, Transportation & Change Manager	31-Mar-2021

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

- 4.4 Environment & Infrastructure delivers a range of services and frontline projects that tackle inequality in our communities including: Tackling Poverty Morning Clubs; healthy meals; and employment opportunities to assist young people with positive destinations.

The service also promotes and supports equality and diversity through all of its service provision. It has a strong track record in providing frontline services that target inequalities and support vulnerable people.

Priorities 2020/21

- 4.4.1 The key priorities the service aims to achieve are:

Food & Nutrition

- **Tackling Inequality** - Delivering Tackling Poverty Morning Clubs in 8 primaries and 1 secondary school to have a positive impact on individuals and communities experiencing or vulnerable to inequality in Renfrewshire. Soft FM will continue to work alongside Families First to deliver free school meals and activities during holiday periods and the ongoing delivery of Tackling Poverty morning clubs in areas of high deprivation.
- **Early Learning and Childcare Entitlement - 1140 Expansion** – Facilities Management are supporting the delivery of the Scottish Government's strategy to provide additional childcare to all 3 and 4 year olds and eligible 2 year olds. FM services will deliver free meals for all children in early years establishments, with implementation due to complete by 2020.
- **Improving School Meal Uptake** – Delivering a programme of engagement with schools, parents and pupils to better understand pupil choice, leading to improvements in school meal uptake in both primary and secondary schools.





Employment & Training



- **Employment & Training** – Providing employment, training, apprenticeships, foundation apprenticeships, and internships for young people and people with vulnerabilities to enhance their employment prospects and prepare them for the world of work.
- **Creating Employment Opportunities** – Creating job opportunities for Renfrewshire's young people and vulnerable people and actively preparing them for the world of work. The service will deliver modern apprenticeships, graduate apprenticeships and also support the Project SEARCH initiative to help young people with autism and learning disabilities move from education into employment.

4.4.2 Priority Actions - Tackling inequality, ensuring opportunities for all

Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Provide healthy meals that meet the requirements of Schools (Health Promotion and Nutrition) Scotland 2007 by analysing the school menus to comply	Children will be fed healthy nutritional meals and return to school ready to learn	Senior Facilities Manager (Soft Services)	31-Mar-2021
02	Deliver Tackling Poverty Morning Clubs in targeted areas	Children will receive a healthy breakfast and start school fit and healthy	Senior Facilities Manager (Soft Services)	31-Mar-2021
03	Support the delivery of the 1140 hours early years provision	All pre-school children will receive a hot meal to reduce the cost of childcare for parents	Senior Facilities Manager (Soft Services)	31-Dec-2020
04	Deliver a programme of engagement with schools, parents and pupils to improve school meal choices	Improve choices for children and young people and increase uptake of school meals	Senior Facilities Manager (Soft Services)	31-Mar-2021
05	Provide employment and training opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Senior Leadership Team	31-Mar-2021

4.4.3 Performance Indicators - Tackling inequality, ensuring opportunities for all

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

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2020/21 Annual Target	2021/22 Annual Target	2022/23 Annual Target	Comments
01 % uptake of free school meals in primary schools	Quarters	Q3 2019/20	61.5%	75%		75%	75%	75%	Free meal uptake, for each sector, is calculated by taking the total number of free meals served and then dividing that by the maximum free meals served. In the first three quarters of 2019/20, 480,512 free meals were delivered in primary schools. In secondary school the number of free meals was 57,331.
02 % uptake of free school meals in secondary schools	Quarters	Q3 2019/20	46.5%	49%		49%	50%	51%	Work is being undertaken to improve data quality for these indicators.

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

- 4.5 Environment & Infrastructure has a lead role in helping to mitigate climate change and create a sustainable Renfrewshire. The service does this through increasing its use of alternative fuel in fleet vehicles, expanding Renfrewshire's electric vehicle charging infrastructure, increasing recycling, reducing waste sent to landfill, developing appropriate flood management plans, and creating new wildflower meadow and biodiversity areas. The service will also work with partners to achieve Sustainable Food City Status and to encourage people to enjoy Renfrewshire's green spaces by keeping local streets, town centres, parks and open spaces, clean and attractive.

Priorities 2020/21








- 4.5.1 The key priorities the service aims to achieve are:

- **Climate Change** – Playing an active role in support of the Council's pledge to make Renfrewshire carbon neutral by 2030.
- **Environment and Place** – Continuing to lead the delivery of Renfrewshire's Environment and Place agenda including:
 - An enhanced focus on mechanised sweeping and gully cleaning;
 - Continue to repair/remove obsolete signage and infrastructure;
 - Continue to support the Team Up to Clean Up campaign; and
 - A targeted approach on Fly-Tipping with a focus on prevention
- **Waste Strategy** – Develop a Waste Strategy that reflects the aspirations of the Scottish Government's Circular Economy objectives and recognising the carbon impact of waste, taking cognisance of the Household Recycling Charter and associated Code of Practice, the Deposit Return Scheme and the Extended Producer Responsibility scheme.
- **Electrification and Sustainable Travel** – Expand the Council's electric vehicle fleet and further develop the electric charging infrastructure in Renfrewshire's communities. This will support sustainable travel planning and modal change, encourage greater use of electric vehicles and bikes.
- **Flood Management** – Undertaking actions in the Clyde and Loch Lomond Local Plan District Flood Risk Management Strategy to mitigate and reduce flooding in identified risk areas. During 2020/21, statutory flood studies and surface water plans will be undertaken as required by the Flood Risk Management (Scotland) Act 2009 will be undertaken. This will include an integrated catchment study covering the Erskine Waste Water Treatment Catchment area, and a Natural Flood Management Study of the White Cart.
- **Development of Wildflower Areas** – Development of wildflower areas to support the creation of wildflower meadow and biodiversity areas in Renfrewshire.
- **Sustainable Food Strategy** – Leading on the implementation of Renfrewshire's Sustainable Food Strategy and the delivery of food education programmes with partners, this project aims to deliver more local produce and sustainable food. Working in partnership with the Soil Association, the service will develop the strategy.

4.5.2 Priority Actions - Creating a sustainable Renfrewshire for all to enjoy				
Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver a programme of enhanced operational environmental and community support activities for environment and place	Improved streetscene and roads activities, including mechanical and gully cleaning, removal of old and redundant street signage, poles, barriers etc and support for community litter picks	Operations Manager	31-Mar-2023
02	Commence digital scheduling and real time recording of StreetScene activities	Real time performance available to the service and development of public interface	StreetScene Manager	31 Oct 2021
03	Develop action plans to address flooding risk in Renfrewshire	Awareness raised of flood risk areas and measures identified that reduce risk	Head of Operations & Infrastructure	31-Mar-2021
04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)	Contribution to achieving the Council's carbon management reduction targets	Head of Operations & Infrastructure	31-Mar-2022
05	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)	The quality and quantity of recycle will be improved and levels of residual waste reduced	Head of Operations & Infrastructure	31-Mar-2023
06	Implement revised access arrangements for vans and trailers to Renfrewshire's Household Waste Recycling Centres	This initiative will seek to reduce disposal of commercial waste at Household Waste Recycling Centres sites across Renfrewshire.	Operations Manager	31-Mar-2021
07	Implement a new commercial waste service model	Provide a commercial waste service tailored, to meet recycling and business needs	Operations Manager	31-Mar-2021
08	Development of Wildflower Areas and tree planting areas	The Council's climate change ambitions will be supported, and Renfrewshire's local biodiversity will be improved	Operations Manager	31-Mar-2021
09	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action)	Healthy eating will be promoted, and food poverty tackled	Head of Facilities Management	31-Mar-2022
10	Develop and implement a long term sustainable leachate and surface water management plan for Linwood Moss	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence	Sustainability & Place (Assets) Manager	31-Mar-2021

4.5.3 Performance Indicators - Creating a sustainable Renfrewshire for all to enjoy

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

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2020/21 Annual Target	2021/22 Annual Target	2022/23 Annual Target	Comments
01 Street Cleanliness Score - % of areas assessed as clean	Years	2018/19	91.9%	90%		92%	92.5%	93%	Council Plan Indicator/ LGBF Indicator
02 Amount of CO ₂ emitted by the public vehicle fleet	Years	2019/20	3,700 TBC	3,500		3,250	3,000	2,750	Council Plan Indicator This indicator reflects the tonnes of CO ₂ emitted from the Council's vehicle fleet fuel usage.
03 % of the vehicle fleet which uses alternative fuels, such as electricity	Quarters	Q3 2019/20	22%	11%		23%	25%	30%	Council Plan Indicator This indicator measures the percentage of the Council's vehicle fleet which uses alternative fuel such as electricity
04 Reduce the amount of CO ₂ emitted from public space lighting	Years	2018/19	1,679	1,750		1,700	1,700	1,700	Council Plan Indicator Future years targets reflect the impact of the street lighting investment.
05 % of bins uplifted first time	Quarters	Q3 2019/20	99.9%	99.9%		99.9%	99.9%	99.9%	At the end of Q3, in 2019/20, the service had collected 7,958,333 bins.
06 Zone all cemeteries and burial grounds in line with Memorial and Headstone Inspection Policy (New)	Years	New PI for 20/21				100%	100%	100%	This indicator measures the percentage of burial grounds in Renfrewshire which have been visited to prioritise the sequence of inspections. This is prioritised on a Risk basis.
07 Complete Inspection process for all headstones and burial grounds (New)	Years	New PI for 20/21				40%	80%	100%	This indicator reflects the percentage of burial grounds that have been inspected in line with the Memorial and Headstone inspection policy.
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2020 Annual Target	2021 Annual Target	2022 Annual Target	Comments
08 % of Household Waste Recycled	Years	2019	53%	54%		56%	57%	57%	2019 performance almost 4% above the 2018 figure
09 % of Household waste collected which is landfilled	Years	2019	5.7%	16%		5%	5%	5%	Performance in 2019 was 5.7% almost 11% improvement on 2018.

Strategic Outcome 5:

Working together to improve outcomes

- 4.6 Environment & Infrastructure will continue to contribute to the Council's Right for Renfrewshire transformation programme. The service's Workforce Plan will ensure employees are provided with the skills, training and opportunities for learning and development that they require to enable them to contribute positively as the service modernises and develops.

Priorities 2020/21



- 4.6.1 The key priorities the service aims to achieve are:













- **Service Investments 2019 onwards** – The Council's Budget for 2020/21 was approved on TBC and included a number of key service investment priorities for 2020/21, with some spread over the period to 2022/23. Environment & Infrastructure will lead on the delivery of a number of these key investment priorities as set out below.
 - investment in Environment & Place and Team Up to Clean Up through a budget commitment of £2.5 million until 2022/23.
 - an increased roads capital investment programme for 2020/21 of £8m.
 - delivery of the Council's capital programme in 2021
- **Supporting the Council's Right for Renfrewshire Transformational Programme** – On February 2020 the next phase of the Council's change and transformation programme, 'Right for Renfrewshire' was approved. Facilities Management is one of the six services in the 'change' phase of the service design with the following service areas being redesigned: Catering; Office and Service Workspaces; Community Facilities Booking and Access and Integration of Hard Services Management. The service will also be part of the Placeshaping service redesign. The service areas under scope for Environment & Infrastructure are Flooding, Roads Development Control, and Transport Strategy. Environment and Infrastructure will support the implementation of tranche 2 of RforR following confirmation of service redesigns.
- **Renfrewshire Health & Social Care Partnership Strategic Plan** – Environment & Infrastructure will be fully engaged and supportive of the HSCP achieving its strategic plan priorities.
- **Workforce Planning** – Implement the Environment & Infrastructure workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
- **Schools Public Private Partnership (PPP)** – Continuing to manage the PPP contract for Renfrewshire Council. Ensuring Renfrewshire Schools Partnership (RSP) deliver services outlined within the contract, providing good quality facilities for young people.
- **Use of Data and Technology** – The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service, such as that introduced to support the gully service, cashless catering, tablet technology, and mobile ICT platform in Building Services. The service will continue to support the roll out of Business World to all our frontline employees across the service.
- **Staff engagement** – Embedding the new approach to staff engagement at all levels across the service, with a particular focus on listening, involving, and supporting front line

employees.

4.6.2 Priority Actions - Working together to improve outcomes				
Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Provide our employees with the appropriate support to manage their attendance	Sickness absence levels and costs will be minimised	Senior Leadership Team	31-Mar-2021
02	Implement the Council's new Organisational Development Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively	Senior Leadership Team	31-Mar-2021
03	A strategic planning approach to future skills, training and service requirements will be implemented	Staff will be developed and equipped with the skills, training and knowledge to fulfil their roles and responsibilities	Service Coordination Manager	31-Mar-2021
04	Active participation in Council's Right for Renfrewshire Transformational Programme	The service will play its role in delivering cross cutting change	Senior Leadership Team	31-Mar-2021
05	Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	Strategic Change Manager, Services	31-Mar-2021
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation	The cost to operate, maintain and manage the Council's fleet will be reduced and its effectiveness maximised	Operations Manager	31-Mar-2021
07	Deliver improvements in the Council's Cemeteries estate	The condition of cemetery infrastructure will be improved	Strategic Change Manager, Services	31-Mar-2023
08	Provide an integrated FM service across the Council for public building and housing repairs and compliance	An integrated approach to service provision will be delivered, improving customer service and efficiency	Head of Facilities Management	31-Mar-2021
09	Support the Council to implement the Business World system	Ensure the full benefits of the Business World system are realised	Senior Leadership Team	31-Mar-2021
10	Support the Council in the creation, implementation and roll out of the new corporate complaints system	Ensure the full benefits of the new complaints system are realised	Service Coordination Manager	31-Mar-2021
11	Embed new approaches to staff engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service	Senior Leadership Team	31-Mar-2021
12	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-Mar-2020
13	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, and health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-Mar-2020

4.6.3 Performance Indicators - Working together to improve outcomes














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

Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2020/21 Annual Target	2021/22 Annual Target	2022/23 Annual Target	Comments
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarters	Q3 2019/20	10.35	10.2		13	12.7	12.5	Target set corporately and agreed by service.
02 % of members enquiries completed within timescale by E&I	Quarters	YTD 2019/20	85%	85%		85%	85%	85%	The service deals with over 85% of all elected members enquiries within the Council. At the end of Jan 2020 the service had dealt with 5,189 elected members enquiries.
03 % of FOI requests completed within timescale by E&I	Quarters	YTD 2019/20	95%	100%		100%	100%	100%	At the end of Jan 2020 the service had received 390 FOIs in 2019/20.
04 % of front line resolutions dealt with within timescale by E&I	Quarters	YTD 2019/20	68%	85%		85%	85%	85%	At the end of Jan 2020 the service had received 5,349 front line resolutions in 2019/20.
05 % of complaint investigations completed within timescale by E&I	Quarters	YTD 2019/20	85%	95%		95%	95%	95%	At the end of Jan 2020 the service had dealt with 622 complaint investigations in 2019/20.
06 Cost of Maintenance per Kilometre of roads	Years	2018/19	£18,050	n/a		n/a	n/a	n/a	LGBF Indicators These are annual LGBF Indicators and relate to financial year 2018/19. The 2019/20 data will not be published until February 2021.
07% of adults satisfied with parks and open spaces	Years	2018/19	85%	n/a		n/a	n/a	n/a	
08 Cost of parks and open spaces per 1,000 of the population	Years	2018/19	£30,446	n/a		n/a	n/a	n/a	
09 % of adults satisfied with refuse collection	Years	2018/19	79.63%	n/a		n/a	n/a	n/a	
10 Net cost of waste collection per premise	Years	2018/19	£59.45	n/a		n/a	n/a	n/a	
11 Net cost of waste disposal per premise	Years	2018/19	£108.84	n/a		n/a	n/a	n/a	
12% of adults satisfied with street cleaning	Years	2018/19	60.10%	n/a		n/a	n/a	n/a	
13 Net cost of street cleaning per 1,000 of the population	Years	2018/19	£6,114	n/a		n/a	n/a	n/a	

5 Resource Analysis

5.1 Environment & Infrastructure's budgeted gross revenue expenditure for 2020/21 is £73.6M. The table below provides revenue estimates for 2020/21 across each service area.

Table 1: Gross Revenue Estimates 2020/21

GROSS REVENUE ESTIMATES 2020/21		
	Soft FM	21.4%
	Infrastructure & Roads Maintenance	8.8%
	Refuse Disposal	11.7%
	StreetScene	8.8%
	Management & Support Services	1.7%
	Transport - Fleet Management, Drivers and Garaging	6%
	Refuse Collection	9%
	Property Repairs and Maintenance	23.7%
	Strathclyde Partnership for Transport	4.3%
	Traffic Management	2%
	Street Lighting	1.9%
	Parking of Vehicles	0.5%
	Flooding	0.2%

5.2 Resource Implications

The service issues to be addressed within the Environment & Infrastructure Action Plan will be met from the agreed Revenue Estimates and from funding allocated through the Capital Investment Plan. The information in Table 1 reflects decisions taken by the Council over the course of 2019/20 in respect of the 2020/21 base budget.

5.3 The Capital Investment Programme for the period 2020/21 agreed by the Council on the 9 March 2020, and led by Environment & Infrastructure includes:

CAPITAL INVESTMENT PROGRAMME 2020/21



Roads, Cycling and Pathways
Network

£8,583,000*



SPT Capital Grant Funding

£875,000



Vehicle Replacement Programme

£1,800,000



Traffic Management

£1,000,000



Bridge Assessment/Strengthening

£300,000



Street Lighting

£500,000

* The 2020/21 investment of £12.058 million is part of an overall investment of over £40m over the next four years, as agreed at Council on 2 February 2019.

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To: Infrastructure, Land and Environment Policy Board

On: 18 March 2020

Report by: Director of Communities, Housing and Planning Services

Heading: Communities, Housing and Planning Services - Service Improvement Plan 2020-23

1. Summary

- 1.1 This Service Improvement Plan for Communities, Housing and Planning Services covers the period from 2020/21 – 2022/23. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available.
 - 1.2 The Service Improvement Plan sits beneath the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a suite of documents which provide the strategic direction for the service.
 - 1.3 The plan sets out our service priorities, the key tasks to be implemented and by when, and how we will measure progress.
 - 1.4 This Service Improvement Plan is being presented to the Communities, Housing and Planning Policy Board, but it is also being presented to the Infrastructure, Land and Environment Policy Board to approve elements covered within that Board's remit. A mid-year progress update on the Service Improvement Plan will be submitted to each of these Policy Boards in November 2020.
-

2. Recommendations

- 2.1 It is recommended that the Infrastructure, Land and Environment Policy Board:
 - (i) approves the attached Service Improvement Plan as specific to the areas of activity delegated to this Policy Board;

- (ii) note that the attached Service Improvement Plan for Communities, Housing and Planning Services is also being presented to Communities, Housing and Planning Policy Board to approve elements covered within that Board's remit; and
 - (iii) agrees that mid-year progress with the Service Improvement Plan be reported to this Board in November 2020.
-

3. Background

- 3.1 The Communities, Housing and Planning Service plays a key role in the creation, development, support, protection and empowerment of Renfrewshire's communities.
- 3.2 The service has a key strategic role in the development of the Local Development Plan and Local Housing Strategy, which set out the strategic frameworks for development and regeneration of Renfrewshire, including facilitating major regeneration and investment zones such as the City Deal projects and Community Growth Areas.
- 3.3 The service is responsible for planning and placemaking; for driving forward the cultural regeneration ambitions of the Council; for the management of approximately 12,000 council homes; delivering housing regeneration and new build programmes; providing support to tenants and prospective tenants; providing housing advice and assistance to residents, including vulnerable and homeless people; and for working with partners to ensure that communities are safe, and that public health, the environment, individual consumers, and local communities are safeguarded, and that robust civil contingency and public protection arrangements are in place. The service also plays a key role in reducing inequalities, encouraging people to fulfil their potential and ensuring they have access to a range of learning and development opportunities, working with schools to support achievement and attainment. The service also contributes to creating healthy and attractive places through enforcement activity, air quality monitoring and through the Council Greenspaces, Play Parks and Villages Investment Fund and Renfrewshire's Team Up to Clean Up campaign.
- 3.4 Trading Standards and Licensing regulate the products and services supplied to businesses and consumers. Officers provide advice and support in relation to general consumer and business advice complaints, as well as providing more involved support to victims of doorstep crime and mass media marketing scams.
- 3.5 Business Regulation primarily undertakes enforcement and investigation in terms of food law, health and safety law and imported food. In addition, the team are responsible for enforcing a range of health controls for the protection of public and animal health at Glasgow International Airport and providing information to the Licensing Board.

- 3.6 Environmental Improvements undertake investigation and regulation of a range of issues including non-domestic noise, artificial light, odours, insects, smoke; disrepair within private housing and private rented property; waste within private gardens and tenement courtyards; Houses in Multiple Occupation and enforcement of the regulation of private landlords. In addition, officers carry out regulatory functions relating to private water supplies, contaminated land and local air quality management. This team also includes Pest Control Officers and Public Health Technicians who investigate and address issues of household waste within private sector or owner-occupied homes.
- 3.7 The Service Improvement Plan is one way in which elected members can scrutinise the work of Communities, Housing and Planning Services and consider policy options as necessary. Refreshing service improvement plans annually allows each service to consider the context in which they operate, and revise plans where appropriate. Importantly, the Service Improvement Plan also links the Council and Community Plan priorities to strategic and operational activity within the service, which enables employees to understand how they contribute to the Council delivering its objectives. The priority actions set out in section 6 of the attached Service Improvement Plan, details how the service will work towards achieving the Council's priorities and help deliver improved outcomes for Renfrewshire.

4. Key Achievements 2019/20

- 4.1 During 2019/20 key achievements of the service include:
- Working with partners to progress the delivery of the Future Paisley action plan to deliver cultural regeneration in Renfrewshire. We have also continued to support talented individuals and across Renfrewshire to develop new cultural projects through the Cultural Organisations Development Fund (CODF) and the Culture, Heritage and Events Fund (CHEF).
 - Developing the Proposed Renfrewshire Local Development Plan which was submitted to Scottish Ministers in January 2020.
 - We developed and submitted our Rapid Rehousing Transition Plan (RRTP) to the Scottish Government which detailed how we will improve outcomes for homeless applicants in Renfrewshire and secured funding of £186,000 for 2019/20 and the same amount for 2020/21.
 - We are well on our way to deliver our ambitious commitment to build 1,000 affordable new homes for the people of Renfrewshire over the five years up to 2021. During the current year a total of 213 new affordable homes are due to be completed.

- £1.8M of funding was secured from the UK Government Department for Business, Energy and Industrial Strategy. This funding will be supplemented with £2.7M from the Council's own financial resources allocated from the Housing Revenue Account (HRA) Capital Programme. 75 Council properties will benefit from a retrofit salutation which will greatly improve energy efficiency and significantly reduce heating bills for the tenants.
- We have worked closely with colleagues in the Chief Executive's Service who are leading on the Community Empowerment Fund to ensure communities are consistently supported. Work is ongoing to support the delivery of the £1.87m funding programme for communities for greenspaces, parks, play areas and villages.
- Significant progress has been made on developing a revised service structure and approach for the delivery of community safety partnership services.
- The service has played in key role in the preparation for Brexit including a significant amount of time working with colleagues in national and professional partners to assess and develop plans to mitigate the potential regulatory issues that could arise in the event of a no deal exit from the EU.
- The Team Up 2 Clean Up (TU2CU) programme continued to build momentum and through the year and clean ups have increased by 474%. This innovative project won the "Community Engagement Award" at the Scottish Public Service Awards and the "Strong and Sustainable Communities Award" at the COSLA Excellence Awards. In January 2020 it also won the Chief Executive's award at the Renfrewshire Staff Recognition Awards.
- During 2019 Renfrewshire Youth Voice (RYV), supported by Youth Services developed the Council's first Participatory Budgeting exercise, giving young people a direct say on how £150,000 of grant funding was to be spent through local area partnerships.

5. Key Priorities

5.1 The key priorities for the service this year include:

- Communities, Housing and Planning Services will continue to contribute to the Right for Renfrewshire transformation programme; providing support to service reviews as required, ensuring the Council continues to deliver the best possible services for our customers/service users now and in the future both in delivering tranche 1 and supporting tranche 2 of the programme.

- Continuing to support the Cross-Party Working Group on Climate Change to develop a range of plans to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. Communities, Housing and Planning Services activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030.
- Monitoring progress through the transition period after the United Kingdom left the EU in January 2020. There are a number of possible implications for a number of areas of our work which are governed by European legislative frameworks around our environmental, health, safety and technical policies and standards, for example, air quality, food regulation and product safety via Glasgow Airport.
- Leading the Future Paisley cultural regeneration programme, supporting and developing partnerships and identifying new opportunities. In addition, the team will continue the coordination, delivery and monitoring of the Future Paisley Partnership Board's action plan and reporting on progress and impact.
- Delivering the approved housing-led regeneration plans for Ferguslie Park, Paisley's West End and Johnstone Castle; and creating attractive, sustainable communities.
- Over the next three years, in partnership with service providers and Registered Social Landlords, we will deliver our Rapid Rehousing Transition Plan (RRTP), ensuring those who are homeless are provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.
- During 2020 the proposed Renfrewshire Local Development Plan will be subject to an examination by a reporter appointed by Scottish Ministers. The outcome of this is expected later in 2020 and will be reported to the Communities, Housing and Planning policy board with a view to formal adoption.
- Implementing the requirements and provisions of the Planning (Scotland) Act 2019.
- Raising ambition, attainment and achievement through our approach to Community Learning and Development, while widening opportunities for communities across Renfrewshire.
- Working with colleagues across services, we are working to empower and value our communities and transform the relationship between the Council and the communities we serve.
- Leading the public protection agenda, focusing on combatting terrorism and serious organised crime and protecting communities, consumers and businesses across a wide range of service areas.

- For Community Protection, revised service structures will be developed that increase resilience and the sustainable delivery of regulatory services over the course of 2020/21. We will work with teams to develop and implement these proposals.

6. Monitoring Progress

- 6.1 Progress on our Service Improvement Plan is monitored by our extended Senior Management Team every quarter. Progress will also be reported to both Communities, Housing and Planning Policy Board and Infrastructure, Land and Environment Policy Board on a six-monthly basis, with a mid-term update to be brought to this Board in November 2020.

Implications of the Report

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

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10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
 11. **Privacy Impact** - none
 12. **COSLA Policy Position** – none
 13. **Climate Risk** - Section 5.1 highlights supporting the work of the Cross-Party Working Group on Climate Change as a key priority of the service
-

List of Background Papers: None

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Communities, Housing and Planning Services



Service Improvement Plan

2020 - 2023

Communities, Housing and Planning Services
Service Improvement Plan 2020-2023

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1. EXECUTIVE SUMMARY

1.1 This Service Improvement Plan (SIP) sets out the strategic direction for Communities, Housing and Planning Services and outlines key programmes, actions and improvements which we intend to deliver over the next three years based on the resources likely to be available. This plan describes the services we provide, considers the needs of our customers and communities and outlines how our workforce can best meet the needs of Renfrewshire communities, now and in the future. The Service Improvement Plan contains high level actions which will help to deliver the strategic outcomes of the Council Plan and Community Plan. We also report a range of performance indicators which help us monitor progress towards achieving our priorities.

1.2 Key priorities for Communities, Housing and Planning Services over the next three years include:

- continuing to support the Cross-Party Working Group on Climate Change to develop a range of plans to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. Communities, Housing and Planning Services activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030;
- monitor progress through the transition period after the United Kingdom leaves the EU in January 2020. There are a number of possible implications for a number of areas of our work which are governed by European legislative frameworks around our environmental, health, safety and technical policies and standards, for example, air quality, food regulation and product safety via Glasgow Airport;
- delivering the approved housing-led regeneration plans for Ferguslie Park, Paisley's West End and Johnstone Castle; creating attractive, sustainable communities, where people want to live and thrive;
- delivering the current Local Development Plan and during 2020, adopting the new Local Development Plan. The Local Development Plan is central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place, delivering sustainable inclusive growth and will make a critical contribution towards Renfrewshire being carbon neutral by 2030;
- leading the ongoing cultural regeneration that builds from the UK City of Culture bid process, supporting and developing partnerships and identifying new opportunities. In addition, the team will continue the coordination, delivery and monitoring of the Future Paisley Partnership Board's action plan and reporting on progress and impact;
- raising ambition, attainment and achievement through our approach to Community Learning and Development, while widening opportunities for communities across Renfrewshire;
- working with colleagues across services, we are working to empower and value our communities and transform the relationship between the Council and the communities we serve;
- leading the public protection agenda, focusing on combatting terrorism and serious organised crime and protecting communities, consumers and businesses across a wide range of service areas; and

- enhancing our environment through improving air quality, cleaning up contaminated land and delivering the multi-award winning Team Up to Clean Up campaign, encouraging communities to deliver environmental improvements in their neighbourhood. Community clean ups will remain a focus, however, community capacity building will become more important as the programme progresses.
- 1.3 The Service Improvement Plan also describes how our service will respond to challenges and opportunities locally and nationally including the financial environment and significant public sector reform. This is outlined in more detail in section 2.3.

2. INTRODUCTION TO THE SERVICE IMPROVEMENT PLAN

- 2.1 The Service Improvement Plan (SIP) for Communities, Housing and Planning Services covers the period from 2020/21 to 2022/23. Our SIP sets out the strategic direction for the service and outlines key programmes, actions and improvements for the next three years based on the resources likely to be available.
- 2.2 The SIP outlines how we will help to deliver the key priorities of the Council Plan and Community Plan and also describes how our service will respond to challenges and opportunities locally and nationally including the financial environment and significant public sector reform.
- 2.3 For Communities, Housing and Planning Services, in common with other services across the Council, we experience a range of demand and financial pressures. As part of our landlord role, this includes managing the existing Council housing stock with its debt burden while keeping rents affordable. The implementation of Universal Credit is also being managed to support tenants to sustain their tenancies and to protect the service's largest income stream. Our service also experiences demand pressures on services for Renfrewshire's most vulnerable people and from the business community across Renfrewshire. In addition, a range of health controls for the protection of public and animal health are enforced at Glasgow International Airport.
- 2.4 The Council Plan outlines the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Communities, Housing and Planning Services will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
 - **Reshaping our place, our economy and our future;**
 - **Building strong, safe and resilient communities;**
 - **Tackling inequality, ensuring opportunities for all;**
 - **Creating a sustainable Renfrewshire for all to enjoy; and**
 - **Working together to improve outcomes.**
- 2.5 This SIP details our achievements, priorities and future plans under each of these strategic outcome areas. We also show key performance measures which we continue to monitor closely against agreed targets to ensure we are delivering as expected in each of these areas.
- 2.6 The SIP outlines the range of strategies which set the context for the work of Communities, Housing and Planning Services, including the Local Housing Strategy, the Local Development Plan, the Community Learning and Development Plan and our public protection plans, including our resilience planning, counter terrorism and tackling serious and organised crime strategies.

- 2.7 Service planning helps to inform the budget process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcome of the budget process shapes this plan. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these will impact at a service level.
- 2.8 The SIP also sits alongside the Communities, Housing and Planning Services workforce plan and our risk register which also help set the programme of development and improvement activity within our service. They too help to set the context for budget decisions.

Employee Engagement

- 2.9 The people who work in Communities, Housing and Planning Services are responsible for successfully delivering the aims and ambitions of the service and the actions detailed within this Service Improvement Plan.
- 2.10 During the summer of 2019 the Director of Communities, Housing and Planning Services carried out a series of visits to staff teams in locations in Paisley, Renfrew and Johnstone. As well as hearing the director outline the strategic and operational priorities of the service, these visits also gave staff the opportunity to ask any questions they had in relation to the service and discuss what they believe to be the priorities of the service.
- 2.11 Communities, Housing and Planning Services have a well-established Staff Panel comprising employees from all areas of the service and through their quarterly meetings panel members are encouraged to identify priorities for the service and to highlight challenges and opportunities from their perspective as mainly frontline staff. At the staff panel meeting held in December 2019 the panel members identified what they considered the priorities of Communities, Housing and Planning Services over the next few years to be.
- 2.12 During April 2020 a staff engagement session will be held with approximately 40 staff from each area of the service. This session will include a discussion on the main challenges to, and priorities of the service, as outlined within this Service Improvement Plan and in the context of the Right for Renfrewshire transformation programme.
- 2.13 Our staff and the service will continue to contribute to the Council's Right for Renfrewshire transformation programme; providing support to service reviews as required, ensuring the Council continues to deliver the best possible services for our customers and service users now and in the future.

3. WHAT WE DO

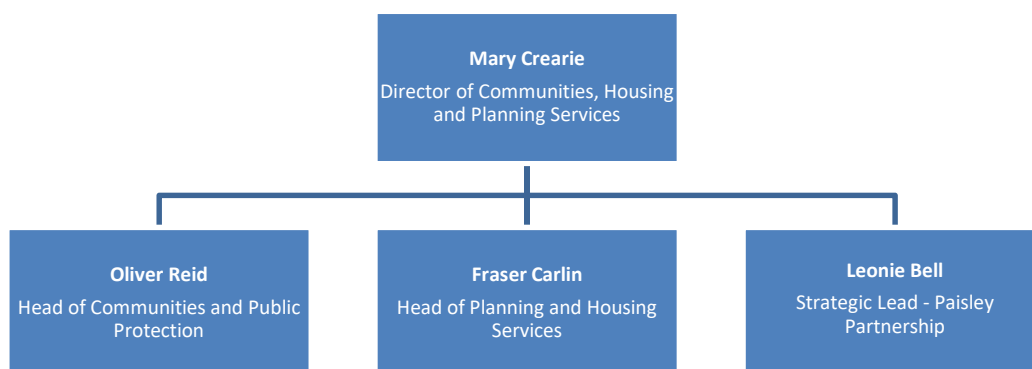
- 3.1 Communities, Housing and Planning Services aim to create, develop, support, protect and empower Renfrewshire' communities. From planning and placemaking to managing our housing stock of approximately 12,000 houses and providing housing advice and assistance to vulnerable people, we ensure people have safe and healthy places to live. This work links closely with our public protection role safeguarding public health and protecting the environment, consumers, workers and local communities.

Within these communities, we encourage people to fulfil their potential and ensure they have equal access to a range of learning and development opportunities. Community Learning and Development teams work to build this capacity in individuals, families, groups and communities and will also play a key role in the Council's new approach to community empowerment.

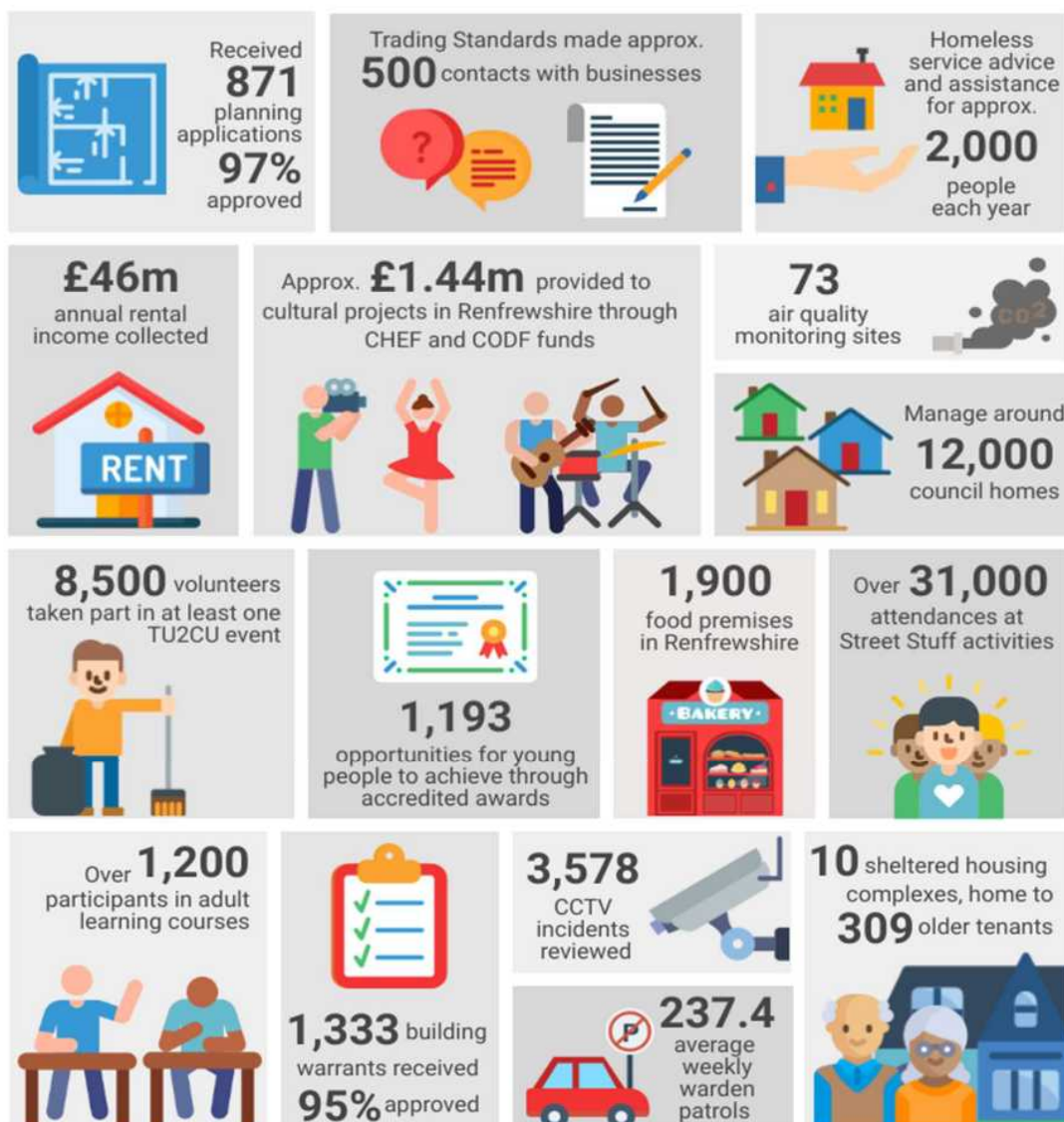
The cultural regeneration programme is also central to achieving our strategic outcomes in Renfrewshire through reimagining and rediscovering our sense of place and helping our communities to flourish.

- 3.2 These services are delivered by approximately 480 employees employed on a full-time or part-time basis, and in the 2019/20 budget the service had a gross expenditure budget of £17.3 million for general fund activities and just under £51.2 million budget for the Housing Revenue Account, which is ring fenced for the provision of social housing.

3.3 Communities, Housing and Planning Services Senior Management Team Structure



3.4 Communities, Housing and Planning Services – facts and figures



Our Service

3.5 Communities, Housing and Planning Services plays a key role in many of the Council's priority projects, but we also deliver many crucial activities which have a significant impact on the people of Renfrewshire:

- Housing Services manage approximately 12,000 houses in Renfrewshire, making the Council the largest landlord in the area; ensuring tenants are supported and manage their rent accounts, empty properties are quickly re-let and neighbourhoods are well managed and desirable places to live.
- This work links with extensive capital investment programmes, ensuring housing is of a high standard and our housing stock is maintained effectively for the future. There are also a number of energy efficiency projects which significantly benefit Renfrewshire Council tenants, proactively tackling fuel poverty and ensuring tenants live in warm, dry, fuel efficient homes.
- The Council owns and manages 10 sheltered housing complexes throughout Renfrewshire, where 309 older tenants are provided with support 7 days a week from a team of Sheltered Housing Officers.
- The Council owns and manages 14 high rise properties and provides concierge and caretaking services to the tenants who live there.
- For Renfrewshire residents who find themselves in need of more complex housing options advice or at a crisis in their lives, specialist teams continue to offer advice and assistance to prevent and tackle homelessness and provide housing support to some of Renfrewshire's most vulnerable people.
- Development Management and Building Standards provide regulatory controls through consenting and enforcement which ensure that amenity and public safety is protected and communities are engaged throughout the development and planning processes. The work in this area underpins many of the Council's high-profile projects; ensuring planning procedure is adhered to effectively and efficiently and ultimately helping attract millions of pounds worth of investment to Renfrewshire through the delivery of key housing, business and infrastructure developments.
- The Community Learning and Development team works with individuals, families, young people, groups and communities to help them become actively involved in their local communities and engage in learning opportunities to develop their own skills and knowledge, including adult literacy.
- Trading Standards and Licensing regulate products and services supplied to businesses and consumers. Officers provide advice and support in relation to general consumer and business advice complaints, as well as more involved support to victims of doorstep crime and mass media marketing scams.
- Business Regulation primarily undertakes enforcement and investigation in terms of food law, health and safety law and imported food. In addition, the team are responsible for enforcing a range of health controls for the protection of public and animal health at Glasgow International Airport and providing information to the Licensing Board.

- Environmental Improvements undertake investigation and regulation of a range of issues including non-domestic noise, artificial light, odours, insects, smoke; disrepair within private housing and private rented property; waste within private gardens and tenement courtyards; Houses in Multiple Occupation and enforcement of the regulation of private landlords. In addition, officers carry out regulatory functions relating to private water supplies, contaminated land and local air quality management. This team also includes Pest Control Officers and Public Health Technicians who investigate and address issues of household waste within private sector or owner-occupied homes.
- Renfrewshire Community Safety Partnership is a partnership between Renfrewshire Council, Police Scotland and the Scottish Fire and Rescue service and covers a wide range of services including wardens, who carry out patrols and respond to community safety and environmental crime issues, and the Rapid Response Team, who engage with residents and businesses to prevent and/or investigate litter and flytipping. We also have Animal Wardens, Community Safety Mediators who help to resolve low level neighbour disputes, Youth Officers who work to reduce disorder through engagement and Community Safety Investigators who work on serious anti-social behaviour cases. The public space CCTV Operations Centre is also part of the Partnership, reviewing and monitoring 48 fixed CCTV cameras and 27 mobile CCTV cameras as well as 2 CCTV vans for the detection and prevention of crime. We also lead on Multi Agency Risk Assessment Conferences (MARAC) to support high risk victims of domestic abuse.
- Street Stuff is a diversionary project run in partnership between Renfrewshire Council, Police Scotland, Scottish Fire and Rescue Service, Engage Renfrewshire and St Mirren Football Club. The programme began in 2009 in Renfrewshire contributing to a reduction in youth disorder and anti-social behaviour by 75 per cent over the first five years with a sustained reduction of 65 per cent.
- Team Up to Clean Up is a joint initiative between the Council and communities to improve the local environment in Renfrewshire. Gully cleaning, road sweeping, recycling, litter picking, fly tipping, community clean ups are all part of the campaign which seeks to make Renfrewshire a more attractive place to live, work and visit.
- The Civil Contingencies Service (CCS) sits within Communities, Housing and Planning Services and is a joint service covering Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire council areas. The CCS ensures that each Council effectively plans for and responds to different emergencies.
- I Am Me also sits within Communities, Housing and Planning Services and aims to change attitudes and behaviours so that disabled and vulnerable people in Scotland feel safe in their communities. It has two key initiatives; *I Am Me* and *Keep Safe*. *I Am Me* aims to educate young people and the wider community about disabilities, bullying exclusion and hate crime. *Keep Safe* is a partnership initiative which works with local communities to create a network of places where people can 'Keep Safe'.

4. OUR STRATEGIC CONTEXT

- 4.1 The SIP sits underneath the Council and Community Plans and links to a number of strategic and operational plans at a service level. It takes account of key local and national reviews and policies which have implications for the future delivery of public services in Renfrewshire and Scotland against a backdrop of increasing demand for services, demographic change and resource pressures.

National policy context

- 4.2 Scotland's climate change legislation (The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019) sets a target of net-zero emissions of all greenhouse gases by 2045. The act makes provision about advice, plans and reports in relation to those targets. The objective is to contribute appropriately to the world's efforts to deliver on the Paris Agreement reached at the 21st Conference of the Parties of the United Nations Framework Convention on Climate Change. In November 2020, Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency.
- 4.3 Following the Council's declaration of a climate emergency in June 2019, we will continue to support the Cross-Party Working Group on Climate Change to develop a range of plans to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. There are a number of our priority actions detailed in section 6 of the SIP which will make a critical contribution towards Renfrewshire being carbon neutral by 2030.
- 4.4 Communities, Housing and Planning Services activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030. This includes our Housing Investment programme and achieving compliance with the Energy Efficiency Standard for Social Housing (EESH) which will improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases.
- 4.5 Our proposed Local Development Plan promotes and supports measures to reduce and mitigate the effects of climate change. For example, the management and protection of carbon-rich soils is a key element of Scotland's climate change mitigation strategy because of the potential of soil to store carbon and exchange greenhouse gases within the atmosphere. Furthermore, we lead and coordinate the Local Biodiversity Action Plan Steering Group and Growing Grounds Forum to supporting partners to deliver a range of biodiversity actions.
- 4.6 Following the general election on 12 December 2019, the United Kingdom left the European Union on 31 January 2020. There remains considerable uncertainty about the longer-term implications of withdrawal from the EU. Renfrewshire Council's Brexit Readiness Group has been stepped down with longer-term issues being progressed by the Strategic Brexit Officer Group (SBOG).
- 4.7 The Council's Strategic Brexit Officers Group will continue to monitor progress throughout the transition period and engage with COSLA, the Scottish Government and other organisations as appropriate. It is likely that there may be implications for Communities, Housing and Planning Services. Beyond the potential financial uncertainty, we also anticipate implications for a number of areas of our work which are governed by European legislative frameworks around our environmental, health, safety and technical policies and standards, for example, air quality, food regulation and product safety via Glasgow Airport.
- 4.8 The Requirements for Community Learning and Development (Scotland) Regulations 2013 place a statutory duty on local authorities to produce a 3-year plan detailing how Community Learning and Development will be delivered within the Council area. Each local authority is required to produce a clearly defined framework for planning and delivering community learning and development, through consultation with learners and in partnership with providers. Our plan for 2018-21 was published in summer 2018 and shapes the work of this service area.

- 4.9 September 2018 saw full roll out of Universal Credit across Renfrewshire. To assist Council tenants with this and other welfare reform changes such as the Benefit Cap we have looked to advise and signpost tenants to the appropriate services we can provide to assist and mitigate any financial or other pressures this may present - including applications to the Discretionary Housing Payment fund administered by our colleagues in Finance and Resources.
- 4.10 There is a range of ongoing activity focused on supporting new tenants to settle and sustain tenancies and through mitigating any detrimental effects from the roll out of Universal Credit and promoting access to suitable affordable housing. Officers also continue to attend meetings at local and national level to share/inform current and future challenges relating to Universal Credit.

Local policy context

- 4.11 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two plans are closely aligned; focusing the work of the Council and our Community Planning partners towards shared objectives and a shared vision for Renfrewshire.
- 4.12 While the SIP feeds directly into the Council Plan strategic outcomes, many of the actions will also contribute to the Community Plan objectives, reflecting the golden thread through these three strategic documents showing the role that Council services have in delivering our shared vision for Renfrewshire.
- 4.13 On 18 September 2019 the Leadership Board approved the next phase of the Council's change and transformation programme, 'Right for Renfrewshire'. The programme will deliver a leaner and more efficient organisation that is right for people and right for communities, where resource is focused on where it can make the biggest impact.
- 4.14 During 2019 the Council launched its 'Our Values' campaign through a series of interactive engagement sessions. The campaign sought to define the Council's culture and core values going forward. Communities, Housing and Planning Services will be actively involved in the roll-out of the value statements arising from the campaign during 2020.
- 4.15 Communities, Housing and Planning Services have established close working with our colleagues in the Health and Social Care Partnership (HSCP) and have common strategic links, particularly between our Local Housing Strategy and the HSCP's Strategic Plan – ensuring we deliver housing that meets the varied and multiple needs of our people and empowering them to live independently for as long as possible.
- 4.16 Communities, Housing and Planning Services also supports the work of the Alcohol and Drugs Commission for Renfrewshire, recognising that through our multiple roles working in and supporting our community, we have insight, expertise and opportunities that we can share while also learning from other providers and specialists.

- 4.17 Following the Council's Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan, approved by Council in September 2017. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. There are no actions specific to Communities, Housing and Planning Services however we will contribute to the corporate actions particularly around community engagement, partnership working and workforce planning.
- 4.18 Communities, Housing and Planning Services supports and helps deliver the Renfrewshire Economic Strategy 2020-30 and its action plan. Through the planning process and the LDP, the Council will allocate land for housing development of all types and tenures for delivery by the private sector and by social housing providers. CHAPS will also support the work around the establishment of an economic land commission to evaluate and make recommendations for land and building requirements.
- 4.19 CHAPS also support the development of the creative industries and visitor economy in alignment with the new Renfrewshire Economic Strategy, harnessing the power of culture to lead as well as support positive social, economic and physical change.
- 4.20 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to corporate and strategic risks, where Communities, Housing and Planning Services are owner or joint owners of the risks (shown below), are reflected in our service improvement action plan; this ensures an additional layer of monitoring in our management of these risks. Other risks, which may occur only for or within our own service, will be contained in our service risk register which are reported to the Audit, Risk and Scrutiny Board. Our top strategic, corporate and service specific risks are shown below for information.

Risks		Evaluations
Our strategic risks		
Community Safety and Public Protection (co-owner with Children's Services)		High
Serious organised crime (owner)		High
Our corporate risks		
Insider threat and corporate fraud		High
Organisational resilience		High
Our top service-specific risks		
Air Quality		High
Housing investment and safety		High
House building and community regeneration		High

Tenant Participation and engaging with our communities

- 4.19 Communities, Housing and Planning Services engages extensively with communities through a variety of groups and forums and, as a landlord, has a strong track record of tenant participation across Renfrewshire. We have a number of different engagement opportunities to ensure our customers, particularly our tenants, are at the heart of service design and improvement including:

- Quality Circles – tenant-led inspections currently in high rise tower blocks and sheltered housing to ensure standards continue to be met and identify any areas for improvement.
- Tenant’s Scrutiny Panel – detailed investigation into more complex issues, such as void letting standard, customer experience and on tenancy sustainment. The panel examines these issues at a series of monthly meetings and then prepares and presents a report with recommendations to the Senior Management Team and convener. The Tenant’s Scrutiny Panel is recognised as good practice and Renfrewshire Council was an early adopter of this approach.
- An annual rent consultation is carried out to help inform the decision on the rent level for the coming year. In early 2020, external consultants carried out a telephone survey on behalf of the Council, with a sample of 600 Council tenants.
- There are 9 Neighbourhood Forums comprising representatives from Tenants and Residents Associations across Renfrewshire who meet regularly to discuss local housing issues and performance and to direct a small budget on estate management projects.
- Council Wide Forum – annual meeting to bring together Tenants and Residents Associations to discuss relevant housing and community issues.
- Focus groups have been established for service users of our Housing Support team.

Our current Customer Engagement Strategy is being reviewed and, as part of this, the methods and structures we use to engage with our tenants will be evaluated to ensure they are robust, meet the needs of our differing client groups and ensure getting involved in engagement activities is inclusive and accessible.

- 4.20 As well as our ongoing support to tenant and resident groups and the opportunities outlined above, we have an extensive programme of additional consultations, across our service areas, to gather feedback from current and potential service users to determine future direction, service improvement activities and engagement on specific pieces of work such as the Local Development Plan. Significant work is also undertaken to seek community input at an early stage on specific projects and the development of plans where these relate to particular communities, such as our Housing Regeneration Strategies.
- 4.21 The Community Empowerment (Scotland) Act 2015 and Review of Community Planning aims to empower community bodies through supporting them in taking ownership or control of land and buildings, and by strengthening their voices in decisions about public services. Communities of place or interest also have new rights under the Community Empowerment (Scotland) Act 2015 to request participation in the planning and delivery of services, which has implications for the Council and other public services.
- 4.22 Communities, Housing and Planning Services are well placed to support the delivery of this new way of working together with our communities, particularly our Community Learning and Development (CLAD) team who have well established relationships with Renfrewshire’s communities, including our harder to reach citizens. To help drive the direction of our CLAD plan, the team used a variety of methods to collate information from learners, community groups and providers. This included learner evaluations, community planning events, an annual youth assembly, adult learner forum events and a senior manager/young people’s commission.

- 4.23 During 2019 Renfrewshire Council had its first Youth Participatory Budgeting exercise, giving young people a direct say on how £150,000 of grant funding was to be spent. This project marks an important first step in participatory budgeting for Renfrewshire, and the feedback from the young people involved was that the whole process was genuinely led by young people.
- 4.24 Our Housing Support Team liaise with Gypsy/Travellers who visit Renfrewshire and share information with our partners (such as HSCP and Children's Services) to make sure their needs are being met.
- 4.25 Consultants are currently producing a report on how Renfrewshire can meet the needs for culturally appropriate accommodation for Gypsy/Travellers.

Self-Evaluation

- 4.26 Communities, Housing and Planning Services remains committed to self-evaluation and improvement and is working with the Chief Executive's service to develop and agree an appropriate model that can be used across all staff groups which is easily accessible and fit-for-purpose.

Workforce Planning

- 4.27 The Council's Organisational Development Strategy ensures that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during an anticipated climate of continued financial and resource constraints. Communities, Housing and Planning Services has a workforce plan which provides analysis of the key workforce considerations for the service. The aim of the plan is to ensure our employees are deployed to the right place with the right skills at the right time. The workforce plan is closely linked to the SIP, and is cognisant of the strategic context and related challenges and opportunities which arise from the environment in which the service continues to operate.
- 4.28 The workforce plan is also aligned to the Council Plan and outlines a number of actions to be progressed under the following key themes:
- A modernised and flexible workforce
 - A developing workforce
 - A resilient workforce
 - A skilled workforce
 - A partnering workforce
- 4.29 We will also provide our employees with the appropriate support to manage their attendance to ensure sickness absence levels and costs will be minimised.

Equalities

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

- 4.31 The Council recognises that equality needs to be both mainstreamed fully into policies and procedures and also ensure that equality outcomes are given high priority, by being part of mainstream progress reporting. Communities, Housing and Planning Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas, through this SIP and through the relevant operational plans.
- 4.32 The regeneration of the West End of Paisley is being undertaken with care to protect the needs of local residents, with many from BME backgrounds and older people. We also recognise the broader role for the area, as many local businesses in the area cater for a large diversity of cultural needs.
- 4.33 Renfrewshire Multi Agency Risk Assessment Conference (MARAC) continues to support safety planning for high risk victims of serious harm with a robust partnership approach and compliance with Renfrewshire's MARAC Operational Protocol (MOP). Multi agency forums such as MARAC provide a framework in which agencies can upskill each other in their particular area of expertise and share examples of good practice to help establish links to fit the local need. The approach adopted in Renfrewshire is now being viewed as a model of best practice nationally and internationally.
- 4.34 Street Stuff is a youth engagement and diversionary project, delivered throughout Renfrewshire in locations which are identified through the Renfrewshire Community Safety Partnership using relevant datasets. These include areas of multiple deprivation as well as areas with high incidences of youth disorder and anti-social behaviour and targets engagement with those hardest to reach. Street Stuff are also delivering activities throughout the school holiday periods as part of the tackling poverty agenda providing football, gaming, DJ sessions and much more in the popular culture buses. A healthy meal is provided each day as part of the activities.

5. OUR RESOURCES

- 5.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2023 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning based on:
- Reducing resources given the uncertainty over when and at what level sustained budget growth may return
 - Rising cost and demand pressures continuing to be a feature of the Council's financial outlook
 - An increasing and ongoing need for the Council to priorities spend to focus on the delivery of strategic priority outcomes
 - Delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements
- 5.2 The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face financial pressures and challenges in both the medium and long term. On 18 September 2019 the Leadership Board approved the next phase of our ongoing change programme 'Right for Renfrewshire'. Right for Renfrewshire will deliver a leaner and more efficient organisation that is right for people and right for communities, where resource is focused on where it can make the biggest impact. It will also ensure communities are empowered to do more for themselves, provide greater collaboration with partners and give us the right culture to unlock and develop the skills and potential of our workforce.

6. ACTIONS AND PERFORMANCE INDICATORS BY COUNCIL PLAN THEME

- 6.1 The Council Plan, 'Thriving People, Connected Communities', describes the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work. To deliver these priorities, Communities, Housing and Planning Services has focussed its work and activities to ensure close alignment with the key strategic outcomes of the Council Plan.
- 6.2 The following pages detail how Communities, Housing and Planning Services will contribute to the delivery of these outcomes. This section of the plan provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. It does this by:
- Outlining the service's achievements for the year up to 31 March 2020
 - Highlighting the key priorities the service aims to achieve over the duration of the Plan
 - Identifying the key actions to be undertaken to meet the priorities
 - Setting out the performance indicators to be used to monitor progress
- 6.3 A six monthly update on the SIP was presented to board in October 2019. This report detailed achievements and progress over the first six months of 2019/20. Below are the main achievements of the service over the last six months. As in previous years, an outturn report outlining in more depth what was achieved in 2019/20 and the progress of each action within the 2019-22 Service Improvement Plan will be presented to this board in May 2020.
- On 18 September 2019 the Leadership Board approved the next phase of the Council's change and transformation programme, 'Right for Renfrewshire'. Two of the service design projects are being led by the Directorate within Communities, Housing and Planning Services namely "Community Protection" and "Developing Communities". The service has also supported the other service redesigns included within tranche 1 of the programme.
 - Developing and delivering a Future Paisley action plan to deliver cultural regeneration in Renfrewshire. This has included ongoing development of cultural venue capital projects, including Paisley Museum, Paisley Town Hall, Paisley Arts Centre, the new Learning and Cultural Hub on Paisley High Street and redesign of outdoor events spaces. It has supported extensive programmes of arts, culture and events delivered by Renfrewshire Council Events team, Renfrewshire Leisure and partners. We have also continued to support talented individuals and across Renfrewshire to develop new cultural projects through the Cultural Organisations Development Fund (CODF) and the Culture, Heritage and Events Fund (CHEF).
 - The Proposed Renfrewshire Local Development Plan was approved by the Communities, Housing and Planning Policy Board in March 2019. A 12-week consultation on the Proposed Plan resulted in 1,487 representations being submitted. All of the representations received during the consultation have been reviewed and the Proposed Plan and unresolved representations was submitted to Scottish Ministers in January 2020.
 - Along with our partners, we submitted our Rapid Rehousing Transition Plan (RRTP) to the Scottish Government which detailed how we will improve outcomes for homeless applicants in Renfrewshire and secured funding of £186,000 for 2019/20 and the same amount for 2020/21.

- We introduced several measures to improve the resettlement assistance provided to homeless applicants and the RRTP funding will be used to increase the number of homeless applicants who are supported through the 'wraparound' support, a key element of the Housing First approach delivered by Turning Point Scotland for people with complex needs. The funding has allowed the further development of the Shared Living Pilot Project for 16-25-year olds in partnership with the Simon Community, to help prevent feelings of social isolation in young people. It aims to help decrease the amount of time spent in temporary accommodation.
- We are well on our way to deliver our ambitious commitment to build 1,000 affordable new homes for the people of Renfrewshire over the five years up to 2021. During the current year a total of 213 new affordable homes are due to be completed with the first tenants moving into the new Council homes at Bishopton in December 2019 and the first tenants due to move into Johnstone Castle spring 2020.
- Our Strategic Housing Investment Plan has been developed after discussions with developing Housing Associations in Renfrewshire for the five-year period 2020/21 to 2024/25, and consultation took place during August and September 2019. This involved all housing associations operating in Renfrewshire, local stakeholder groups such as Community Councils and tenants and residents' associations, community planning partners and other stakeholder groups and residents.
- Over the past six years the Housing Asset and Investment Team have successfully applied for and managed over £14million of Scottish Government funding. This has translated into the delivery of energy improvement works to approximately 6,000 homes throughout Renfrewshire. These projects have sustainability at the heart – ensuring council housing stock meets the Energy Efficiency Standard in Social Housing (EESH) requirements for the future, this both improves energy efficiency and delivers energy bill savings to residents, helping to address fuel poverty.
- Across Scotland, the EESH will contribute to reducing greenhouse gas emissions by 42% by 2020, and 80% by 2050, in line with the requirements set out in the Climate Change (Scotland) Act 2009. A new Climate Change Bill was introduced to Parliament on 23 May 2018. The Bill amends the 2009 Act and will immediately increase the 2050 target to 90%.
- Renfrewshire Council secured a funding award of £1.455M from the HEEPS:ABS (Home Energy Efficiency Programmes for Scotland: Area Based Schemes) programme for 2019/20 on the 7th June 2019. These funds are being used for external wall insulation projects across Renfrewshire including Whitehaugh, Blackstoun Oval, Gallowhill, Bridge of Weir, Howood, Kilbarchan and Inchinnan.
- The Council has secured funding of £1.8M from The Department for Business, Energy and Industrial Strategy. This funding will be supplemented with £2.7M from the Council's own financial resources allocated from the Housing Revenue Account (HRA) Capital Programme. 75 Council properties will benefit from a retrofit salutation which will greatly improve energy efficiency and significantly reduce heating bills for the tenants.
- Following approval at the Communities, Housing and Planning Policy Board in January 2020, the Council has reached agreement with Paisley Housing Association to enable them to start the acquisition process and take forward further planning activity to facilitate delivery of the proposed Comprehensive Tenement Improvement project in Orchard Street in Paisley.

- The final phase (phase 4) of the Paisley town centre regeneration project based around the site of the former Arnott's department store has been progressed. The LINK Group will provide 70 affordable homes (a mixture of social rented and shared equity properties) with work due to commence later in 2020. This innovative project which involved partnership working between Renfrewshire Council, LINK Group and the Park Lane Developments has been shortlisted for the Housing Initiative award at the 2020 LGC Awards with the winner being announced in March 2020.
- We submitted our first Annual Assurance Statement to the Scottish Housing Regulator in October 2019. This is a new requirement which was included in the Scottish Housing Regulator's Framework for the Regulation of Social Housing in Scotland in 2019 and the purpose of which is for the Council to providing assurance that we comply with all necessary regulatory requirements.
- The Renfrewshire Food Growing Strategy 2020 - 2025 was approved in January 2020. It has been prepared in partnership with the Renfrewshire Health and Social Care Partnership along with the Renfrewshire Growing Grounds Forum, representing partner organisations which are active in Renfrewshire and a range of key stakeholders. The strategy provides a positive framework for delivery of the Council's statutory duties under the Community Empowerment (Scotland) Act 2015 in relation to food growing.
- Continue to work with communities to enhance capacity building and resilience. We liaise closely with colleagues in the Chief Executive's Service who are leading on the Community Empowerment Fund to ensure communities are consistently supported. Work is ongoing to support the delivery of the £1.87m funding programme for communities for greenspaces, parks, play areas and villages. To date, £360,100 has been issued, or is secured, to deliver 17 community green space or park improvement projects across Renfrewshire, with a further £34k provided from the Villages Investment fund.
- Significant progress has been made on developing a revised service structure and approach for the delivery of community safety partnership services. The approach being discussed with employees and unions simplifies the structure of roles and shift patterns, which will improve the flexibility and responsiveness of the service and minimise the number of significant changes for most individuals. The proposals also protect frontline roles in a sustainable and resilient way and offer opportunities for career progression.
- During 2019/2020 Environmental Health and Trading Standards Officers have spent a significant amount of time working with colleagues in national and professional partners to assess and develop plans to mitigate the potential regulatory issues that could arise in the event of a no deal exit from the EU. Work has been undertaken to strengthen relationships across Scotland to seek to support businesses that currently rely on exports and imports while ensuring that essential statutory public, consumer and health protection services are maintained
- During December 2019 and January 2020, a new coronavirus emerged in China now identified as Covid-19. Since then, Renfrewshire Council Environmental Health Officers have worked closely with Glasgow Airport, Greater Glasgow and Clyde Health Board and Health Protection Scotland (HPS) to monitor the position as it develops and have ensured that robust policies and plans are in place should there be a need to respond to any port health incidents. Currently services and port health operating procedures are operating as normal.

- Officers from Communities and Public Protection have been participating in working groups being led by the Home Office and the Scottish Government on the content of updated guidance on the Prevent management process being developed by both the UK Home Office and the Scottish Government. In addition, support has been given to the Scottish Government in developing an updated approach to the provision of a CONTEST Annual Threat overview which will replace the previous Emerging and Residual Threats counter terrorism process.
- Team Up 2 Clean Up (TU2CU) – Community clean ups have increased by 474% and The Spotless September campaign saw every town and village in Renfrewshire challenged to host a clean-up in their area, whether that was a lone litter pick for example or every class in a school taking part. During 2019 this innovative project won the “Community Engagement Award” at the Scottish Public Service Awards and the “Strong and Sustainable Communities Award” at the COSLA Excellence Awards. In January 2020 it also won the Chief Executive’s award at the Renfrewshire Staff Recognition Awards.
- During 2019 Renfrewshire Youth Voice (RYV), supported by Youth Services developed the Council’s first Participatory Budgeting exercise, giving young people a direct say on how £150,000 of grant funding was to be spent through local area partnerships. This project marks an important first step in the delivery of participatory budgeting for Renfrewshire, and the process developed and run by young people, led to over 3,500 votes being cast across all the partnership areas and the holding of a major community networking event at the Tannahill Centre.
- Youth Services have also been instrumental in supporting Renfrewshire Youth Voice (RYV) input into the review of how local decision-making structures should be developed which led to the formation of Local Partnerships during 2019.
- Renfrewshire Council along with its key Community Planning Partners, believe that domestic abuse is unacceptable and are committed to supporting both employees and our service users who are impacted by this. Within Renfrewshire Council, our Domestic Abuse Policy exists to support Council’s employees who are experiencing domestic abuse. The development of the policy was driven by staff within Communities and Public Protection in partnership with our colleagues in HR and OD and was approved by the Finance, Resources and Customer Services Policy Board in November 2019. Under the Council’s Special Leave Policy, employees who experience domestic abuse can request up to 10 days paid Safe Leave per leave year to seek help and support for themselves and their families.

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

- 6.4 We deliver a responsive and dynamic planning function, which supports the ambitious economic and physical regeneration plans for Renfrewshire, links with our City Deal team and contributes to the Council's long-term vision for Renfrewshire. Place making is at the heart of what we do; working closely with communities, partners and other stakeholders to create vibrant, sustainable towns and villages across Renfrewshire to serve the people who already live and work here and to attract more people to the area.
- 6.5 Repositioning Renfrewshire's place and future sits at the heart of this strategic outcome. Paisley: The Untold Story and the UK City of Culture bidding journey radically transformed our thinking about regenerating Paisley and Renfrewshire culturally, physically, economically and socially. The Future Paisley cultural regeneration programme is the next step in this journey. With a focus on investing in our strongest assets: culture, heritage and communities, the Future Paisley Partnership Board brings together 21 key local and national partners determined to move forward together with shared ambitions for cultural regeneration. The Strategic Lead for this work sits within Communities, Housing and Planning Services and the team delivers on the Future Paisley plan, develops new opportunities and coordinates partnership efforts across the Council and beyond. Future Paisley is the radical and wide-ranging programme of events, activity and investment using the town's unique and internationally significant cultural stories to transform its future.
- 6.6 **Priorities 2020/21**


The key priorities the service aims to achieve over the duration of the improvement plan are:

- Future Paisley continues to build on the collective ambition galvanised by the UK City of Culture bid. We continue to deliver the Future Paisley Action Plan including:
- Establishing Future Paisley as a new, visible identity that acts as an emblem for Paisley's ambitions.
- Developing a high-level evaluation framework for Future Paisley activity that demonstrates impact and reviews the step changes with the Centre for Culture, Sport & events, UWS and partners.
- Working to support the development of a community led vision for Ferguslie Park that brings the expertise and ideas of residents and communities to the fore and holistically and creatively considers the long-term potential of the area.
- Supporting the Culture, Arts, Health and Social Care Strategic Planning and Development Group to embed culture across health and social care, including social prescribing, art in hospitals and new opportunities within Renfrewshire HSCP, amongst other areas.

- During 2020 the proposed Renfrewshire Local Development Plan will be subject to an examination by a reporter appointed by Scottish Ministers. The outcome of this is expected later in 2020 and will be reported to the Communities, Housing and Planning policy board with a view to formal adoption.
- The Proposed Plan presents the Council's settled view on land use priorities and associated policies that will guide planning decisions in Renfrewshire for the next 5 years. It provides a framework for the protection and enhancement of Renfrewshire's diverse natural environment and built and cultural heritage assets, the delivery of economic and infrastructure investment and it guides the future use of land to assist in creating strong communities and attractive places.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
To develop Paisley's ongoing plans for cultural regeneration	<p>We will make progress against the 6 step changes with targets for 2027 and 2035:</p> <ul style="list-style-type: none"> • To grow significant new dimensions to Paisley's economy, e.g. creative, cultural and tourism. • Radically change Paisley's image and reputation. • Paisley will be recognised for its cultural excellence. • Lift communities out of poverty and inspire a generation to fulfil their potential. • Transform Paisley into a vibrant cultural town centre. • Establish Paisley as a centre of excellence for cultural regeneration through leadership, partnership, participation and collaboration. 	Strategic Lead	31-Mar-2021
Deliver the Economic Strategy within the current Local Development Plan (LDP)	<p>Economic Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> • Development locations supported by existing or planned physical infrastructure and services <p>An enhancement in the natural and built environment of Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery.</p>	Planning and Housing Manager	31-Mar-2021
Deliver the Centres Strategy within the current Local Development Plan (LDP)	<p>Centres Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> • The housing-led regeneration and evolution of strategic centres and other town and village centres as places of municipal, commercial and community value • An enhancement in the natural and built heritage environment of 	Planning and Housing Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
	<p>Renfrewshire in support of the health of its communities, attractiveness of its places and setting for economic recovery</p> <ul style="list-style-type: none"> • Regeneration and renewal of existing urban areas as energy efficient, healthy and safe places 		
Deliver the Infrastructure Strategy within the current Local Development Plan (LDP)	<p>Infrastructure Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> • Development locations supported by existing or planned physical infrastructure and services • A framework for local solutions to energy needs, waste generation • Measures to reduce and mitigate for the effects of climate change 	Planning and Housing Manager	31-Mar-2021
Develop the new LDP 2	<p>The Renfrewshire Local Development Plan (LDP) sets out the spatial strategy that will facilitate investment and guide the future use of land in Renfrewshire, with a focus on supporting sustainable inclusive economic growth.</p> <p>Work on the next Renfrewshire Local Development Plan has progressed to an advanced stage with the submission of the Renfrewshire Local Development Plan Proposed Plan to the Scottish Ministers. In reviewing the Plan, it is considered that the main components of the current adopted Renfrewshire Local Development Plan remain relevant and central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place and delivering sustainable inclusive economic growth.</p>	Planning and Housing Manager	31-Dec 2021

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment	Annual	24 (2018/19)	20		20	20	20	<p>The updated Vacant and Derelict Land Strategy was approved by CHAPS board in January 2020.</p> <p>The Renfrewshire Vacant and Derelict Land Strategy 2020 sets out actions which aim to reduce the amount of vacant and derelict land in Renfrewshire by regenerating neighbourhoods, improving local environments, creating new employment opportunities and assisting in mitigating the effects of climate change.</p>

Strategic Outcome 2: Building strong, safe and resilient communities

6.7 This outcome describes multiple role of Communities, Housing and Planning Services. Firstly, in our role as the area's largest landlord, providing safe, comfortable, affordable homes for rent across Renfrewshire, our strategic role ensuring that housing of all tenures is available, at the right cost, in the places people want to live now and in the future and that our housing options continue to meet the needs of our changing population and support those who find themselves homeless or at risk of homelessness.

6.8 We have a range of measures in place to tackle and prevent homelessness, and our performance is considerably better than the national average for:

- ensuring those who are in housing need have their applications processed quickly, and
- the length of time homeless applicants then have to wait to be provided with a settled housing option

Temporary furnished accommodation is provided for anyone who has nowhere to stay, and there is no reliance on hostels or bed and breakfast to provide this interim accommodation.

We were the first Scottish local authority to fund a 'Housing First' approach to providing enhanced support to homeless households, in partnership with Turning Point Scotland. This model is now being rolled out across Scotland and forms a key part of the Scottish Government's new Rapid Rehousing programme.

The Renfrewshire Homelessness Partnership continues to monitor homelessness trends, and a range of partners including RAMH, local and national Housing Associations, Shelter Scotland, and Renfrewshire Women's Aid meet regularly to review the impact of initiatives and services and agree actions to strengthen the multi-agency approach to homeless prevention.

6.9 The service also leads on public protection, working with a range of partners to make Renfrewshire a safer place. Initiatives such as the Renfrewshire Community Safety Partnership and daily tasking have been recognised as best practice nationally. Challenges remain around levels of gender-based violence and drug-related crimes. Partnership work in relation to counter terrorism and civil contingencies are also key priorities of the service, ensuring that Renfrewshire continues to respond effectively to emerging challenges.

6.10 There is a thriving network of community groups, organisations and expertise locally. Working with colleagues across the council and beyond, Communities, Housing and Planning Services, particularly through our Community Learning and Development team, will continue to value, support and involve communities. We work together on joint priorities that will transform the relationship we have with the communities we serve.

6.11 **Priorities 2020/21**

- The ongoing delivery of the key priorities within the Local Housing Strategy will directly link to the delivery of this Council Plan strategic outcome through
 - Ensuring the right supply of homes in the right places – utilising our LDP to identify appropriate sites and linking to our SHIP to deliver partnership approaches to affordable housing
 - Creating sustainable communities through housing-led regeneration in targeted areas



- Improving conditions in the private rented sector through a range of activities
 - Enabling people to live independently in their own homes through the availability of a wide range of appropriate support measures
- The Council newbuild programme will result in new homes across Renfrewshire, including;
 - Johnstone Castle phase 1 – 95 new homes due to complete in April 2020
 - Bishopton phase 1 – 80 new homes across two sites due to complete in April 2020
 - Ferguslie Park – 101 new homes due to complete in phases between March 2021 and January 2022
 - Auchengreoch Road, Johnstone – 39 new homes due to complete in phases between March 2021 and January 2022
- In line with Scottish Government guidance, the Strategic Housing Investment Plan programme has been rolled forward to 2024/25. At this point the level of grant funding for the period beyond March 2021 has not been confirmed, with a flexible programme management approach being promoted by the Scottish Government. With this in mind, Renfrewshire's Strategic Housing Investment Plan 2020/21 to 2024/25 includes some new affordable home projects which may be brought forward in the later stages of the plan period, where grant funding is available.
- Continue to work with communities to enhance capacity building and resilience. We liaise closely with colleagues in the Chief Executive's Service who are leading on the Community Empowerment Fund to ensure communities are consistently supported. Work is ongoing to support the delivery of the £1.87m funding programme for communities for greenspaces, parks, play areas and villages. To date, £360,100 has been issued, or is secured, to deliver 17 community green space or park improvement projects across Renfrewshire, with a further £34k provided from the Villages Investment fund.
- Continue to lead on the public protection agenda for Renfrewshire, incorporating requirements from national legislation.
- Carry out a strategic review of Public Space CCTV cameras in Renfrewshire. This will review the data (both Council and Police Scotland) around anti-social behaviour and usage of cameras to ensure they are sufficiently utilised and are in the correct locations. This will provide reassurance to the public and Elected Members. The strategic review will also highlight potential gaps and where future public space CCTV cameras could be located (funding dependent).
- Increase consumer product safety activity in relation to importations at Glasgow Airport, specifically in relation to the EU Withdrawal.
- Introduce and host a Monthly Tasking meeting with partners to review and assist repeat offenders coming through Daily Tasking. This will allow partners to tackle the most vulnerable in the community that need more intervention than initially believed. Data will be used to identify key individuals or locations that need further partner interventions to seek resolution.




What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Implement revised Housing Asset Management Strategy	A revised strategy will set out proposals to deal with abeyances and exemptions which have arisen from the Scottish Housing Quality Standard (SHQS) and programmes to maintain delivery of the standard in coming years.	Housing Asset and Investment Manager	31-Mar-2022
We will deliver key outcome 1 from the Local Housing Strategy (LHS) - <i>The supply of homes is increased.</i>	<p>The LHS sets out plans to increase the supply of housing by:</p> <ul style="list-style-type: none"> Ensuring that sufficient land is made available for new housing through the Local Development Plan process and that brownfield sites are brought forward for development; Delivering new build affordable housing projects through the SHIP programme in partnership with housing associations; Developing a better mix of housing of the right tenure, type and size and in the right places; and, Developing innovative approaches which facilitate mixed tenure housing developments on brownfield sites. 	Planning and Housing Manager	31-Mar-2021
We will deliver key outcome 2 from the Local Housing Strategy (LHS) - <i>Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres.</i>	<p>The LHS sets out plans to create sustainable communities by:</p> <ul style="list-style-type: none"> Building new affordable homes in housing regeneration areas – including Johnstone Castle, Ferguslie Park, Paisley West End; Developing area-based strategies for areas with low demand / low value housing stock and creating opportunities for graduated housing markets with greater tenure mix; and, Continuing to support housing investment in Renfrewshire's town and village centres to increase the number of people living in the town centres and promote economic growth. 	Planning and Housing Manager	31-Mar-2021
We will deliver key outcome 3 from the Local Housing Strategy (LHS) - <i>People live in high quality, well managed homes.</i>	<p>The LHS sets out plans to improve the quality of homes by:</p> <ul style="list-style-type: none"> Developing the information base on private tenemental property which is in poor condition and inform policy development; Working in partnership with Paisley Housing Association to achieve the comprehensive improvement of 5 tenement blocks at Orchard Street and Causeyside Street; and, Working in partnership with other council services to improve conditions in the private rented sector through registration enforcement activity and raising awareness. 	Planning and Housing Manager	31-Mar-2021


What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
We will deliver key outcome 5 from the Local Housing Strategy (LHS) - <i>Homelessness is prevented and vulnerable people get the advice and support they need.</i>	<p>The LHS sets out plans to tackle homelessness with focus around four key themes:</p> <ul style="list-style-type: none"> • Preventing homelessness occurring in the first place through a range of initiatives; • Developing the housing options approach which looks at an individual's housing options and choices in the widest sense at an early stage in the hope of avoiding a housing crisis; • Ensuring there is access to appropriate services, particularly for people with convictions, complex needs associated with alcohol misuse, substance abuse and/or mental health issues; and, • Providing sustainable solutions for homeless households through the provision of appropriate support. • Delivering our Rapid Rehousing Transition Plan (RRTP), ensuring those who are homeless are provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support. 	Planning and Housing Manager/ Homeless and Housing Support Service Manager	31-Mar-2021
We will deliver key outcome 6 from the Local Housing Strategy (LHS) - <i>People are able to live independently for as long as possible in their own home.</i>	<p>The LHS sets out plans to:</p> <ul style="list-style-type: none"> • Ensure that appropriate community-based supports and preventative services are provided to enable people to live as safely and independently as possible within the local community and which help to prevent the need for more expensive and disruptive interventions at a later stage; • Identify, facilitate and deliver an appropriate range of accommodation options, that gives people choice and an appropriate home environment; and, • Consider and address the housing needs of key groups 	Planning and Housing Manager	31-Mar-2021
Deliver the Places Strategy within the current Local Development Plan (LDP)	<p>Our Places Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> • Development locations supported by existing or planned physical infrastructure and services • Creation of strong communities and attractive places focusing on housing-led regeneration and renewal of existing urban areas, supporting sustainable development and a low carbon economy 	Planning and Housing Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Lead on the development of an Empowering Communities model for the Council	Communities will be better engaged and involved in the development of their community assets	Senior Management Team (SMT)	31-Mar-2022
Develop community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities	<p>Safer and stronger communities delivered through provision of the Your Home, Your Street, Our Community Programme. Tailored interventions to meet the specific needs of communities and:</p> <p>Introduce Monthly Tasking and review high tariff cases with partner agencies to tackle issues including vulnerability.</p>	Communities and Regulatory Manager	31-Mar-2022
Work with key partners to develop a multi-agency counter terrorism strategy	Officers and partners confident in understanding the risks posed by terrorism and aware of threat levels and current guidance	Head of Communities and Public Protection	31-Mar-2022
Carry out a strategic review of Public Space CCTV cameras in Renfrewshire	<p>This will review the data (both Council and Police Scotland) around anti-social behaviour and usage of cameras to ensure they are sufficiently utilised and are in the correct locations. This will provide reassurance to the public and Elected Members.</p> <p>The strategic review will also highlight potential gaps and where future public space CCTV cameras could be located (funding dependent).</p>	Communities and Regulatory Manager	31-Mar-2021
Increase awareness of the Renfrewshire Community Partnership, including the Renfrewshire Community Safety Hub to highlight the partnership working taking place.	This will provide reassurance to the public that the partnership exists, and work is being undertaken to tackle issues across Renfrewshire	Communities and Regulatory Manager	31-Mar-2021
Review and refresh the conditions with regards to Animal Licensing to ensure they remain fit for purpose.	Licensing is a key component to ensuring safety and good conditions for animals, including reducing potential issues for neighbouring properties and other members of the public. These conditions ensure that businesses comply and there is an acceptable standard of care.	Communities and Regulatory Manager	31-Mar-2021
Introducing and reviewing the provision of trainees in regard to Fair Trading and Trading Standards	The increase in trainee provision and introduction of Fair Trading Officers will allow the Service to tackle key issues for the community in relation to fair trading, public safety and vulnerability.	Communities and Regulatory Manager	31-Mar-2021
Increase consumer product safety activity in relation to importations at Glasgow Airport,	Increasing the level of checks at Glasgow Airport, including sampling and testing of products in line with direction from the Office for Product Safety & Standards (OPSS), will	Communities and Regulatory Manager	31-Mar-2022

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
specifically in relation to the EU Withdrawal.	increase assurance across Renfrewshire and Scotland as a whole, that products are safe.		
Increased inspection regime with regards to Food Law inspections to ensure full compliance with national the Code of Practice.	Ensures that all businesses in Renfrewshire are compliant with Food Law requirements.	Communities and Regulatory Manager	31-Mar-2021

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service	Quarterly	369 (Q3 2019/20)	420 (quarter)		1,800	1,800	1,800	There has been a significant reduction in complaints of ASB due to a decrease in ASB vehicles issue complaints. Some of these complaints are now being reported to the DVLA & Police Scotland instead of Renfrewshire Council due to our improved webpage which clearly signposts residents to report these issues to the appropriate agencies.
Percentage of adults who agree that Renfrewshire is a safe place to live.	Annual	84.6% (2017/18)	84%		85%	85%	85%	This is an annual indicator from the Council's Public Services Panel survey. The next survey is due to take place in the first half of 2020.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".	Annual	83.5% (2017/18)	87%		88%	88%	88%	This is an annual indicator from the Council's Public Services Panel survey. The next survey is due to take place in the first half of 2020.
Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual	94.49%* (2018/19)	100%		100%	100%	100%	Last year the service brought a further 128 properties up to SHQS. At the end of 2018/19, 11,341 of the Council's stock of 12,002 properties met the SHQS. *After applying allowable exclusions and abeyances, the Council remains 100% compliant with the SHQS target
Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	22.5 (Q3 2019/20)	23		23	24	24	We continue to be considerably below the Scottish average of 36 weeks. Our draft Rapid Rehousing Transition Plan, which has resulted in funding awarded to Renfrewshire of £186k for 2019/20 and the same for 2020/21 which will help ensure performance remains strong in this area. The proposed increase in lets from all housing providers will also have a positive impact.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Affordable housing completions	Annual	127 (2018/19)	144		127	413	300	Renfrewshire's Housing Supply Target is set out in the Local Housing Strategy (LHS) to deliver 1,000 new affordable homes over the five-year period to 2021 and we are on track to deliver this, although completions are not evenly distributed across the five-year period. New LH will be drafted this year 20/21. Target will be set based on Scottish Government's budget no target can be set for 21/22 until budget has been set by Scottish Government.
Private housing completions	Annual	783 (2018/19)	500		500	500	500	Targets are set using detailed analysis of the region (Glasgow and Clyde Valley) from the Housing Need Demand Assessment and form part of the LHS.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all



6.12 Many of the programmes outlined in the previous two sections also feed into this outcome – from working with our communities, particularly our young people to ensure they can access opportunities to improving housing conditions and access to housing advice and options – our actions in this section all have fairness, equality and improving opportunities at the core.




6.13 Priorities 2020/21


- To compliment the implementation of the Council's Domestic Abuse Policy, awareness training for managers, employees and HR & OD will commence from January 2020, including the development of an e-learning package by the Domestic Abuse Working Group, in partnership with 'SafeLives'.
- In addition to this, Renfrewshire Council Community Protection service is working closely with SafeLives to roll out a programme of ongoing and comprehensive training across the local authority area to raise awareness of domestic abuse more generally and support the implementation of the recently approved HR Policy
- We will continue to monitor the impact of our Refugee resettlement programme.– providing ongoing support to integrate the families into the wider Renfrewshire community, living in settled accommodation and be provided with tailored employability support and advice.
- Linked to the Local Housing Strategy outcome 7, there is a range of ongoing activity focused on supporting new tenants to settle and sustain tenancies promoting access to suitable affordable housing.
- Develop and enhance youth voice and participation initiatives which ensures youth issues are a key element of local and regional decision-making processes.
- Build capacity in communities of need by working in partnership with residents, interest groups and community partners

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
We will deliver key outcome 7 from the Local Housing Strategy (LHS) - <i>Affordable housing is accessible to people who need it.</i>	<p>The LHS sets out plans to:</p> <ul style="list-style-type: none"> • Strengthen the housing options approach and pilot new ways of delivering housing and related advice; • Implement a common housing allocation policy for the Council and local RSLs; • Manage the impact of the roll out of Universal Credit in Renfrewshire and monitor and prepare for the potential impact of any future welfare changes • Work towards a full Common Housing Register (CHR) with RSL partners • Assist applicants to access housing of a suitable size • Support new tenants to settle and sustain tenancies 	Planning and Housing Manager	31-Mar-2021
Deliver enhanced enforcement activity in the private rented sector	The standard of housing provided through private landlords in Renfrewshire will be improved and maintained	Communities and Regulatory Manager	31-Mar-2021

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Work with and guide SafeLives on the new Domestic Abuse e-learning package and look to roll out across staff within Renfrewshire Council.	Staff will be trained via an e-learning course on Domestic Abuse, in particular the signs to spotting domestic abuse and what steps can be taken to assist colleagues.	Communities and Regulatory Manager	31-Mar-2021
Take forward and deliver the nationally recognised Duke of Edinburgh programme offering young people 14 to 25 years old skills for life and work	Corporate approach to service delivery will have a transformative effect on young people disadvantaged by poverty. Participation in the Award scheme will improve physical and mental wellbeing and enhance the opportunities of attainment and employability skills.	Community Engagement and Participation Manager	31-Mar-2023
Develop and enhance youth voice and participation initiatives which ensures youth issues are a key element of local and regional decision-making processes.	Young people are actively engaged in influential decision-making processes which brings a positive personal change locally and nationally	Community Engagement and Participation Manager	31-Mar-2023

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Number of young people engaged in community programmes	Annually	1,700 (April 2019 to January 2020)	2,000		2200	2400	2600	We offer a range of targeted and open youth work programmes to engage young people in their communities based on identified needs
Number of Young people in receipt of Young Scot National Entitlement Card	Annually	17,618 (Year to date)	17,618		18,818	20,000	21,200	We provide Primary 7 rollout to every Renfrewshire school pupil, which allows us to sustain the level of saturation. Locally set target indicative of number of young people entitled to the card in Renfrewshire.


Number of Young Scot reward users	Bi annually	307 (Year to date)	307		350	450	550	Young people are credited with reward points for participating in activities in voluntary youth work activities. This number is low (lower than in previous years) as Young Scot had refreshed their rewards platform last year and had effectively started again from zero – going from 80,000 to 7,000 nationally. It is expected that through the national drive and Youth Services efforts on registration for reward campaigns, this figure will steadily increase local level.
Number of online engagements in local Young Scot information platform	Bi annually	4,558 (Year to date)	4,558		5,000	5,500	6,000	We provide a 'go – to' portal for young people to access information about health/travel etc. The portal provides local content and keeps up to date with relevant youth information
Number of young people aged 14 plus registered and participating in the Duke of Edinburgh Award programme	Quarterly	261 (April 2019 to January 2020)	270		350	400	450	Following a review of the programme a corporate model is being developed to enhance the learning experience, completion rates and enable sustainability


The number of individual participants engaged in learning programmes.	Quarterly	1700 (April 2019 to January 2020)	2000		2200	2400	2600	The current value includes the annual target of 1000 for Adult Learning And Literacy services. This figure also includes wider achievement accreditation.
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Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

- 6.14 Creating strong, sustainable and well connected places in which people enjoy living, visiting and working underpins the work of the service. A focus on place making and housing-led regeneration is central to our Local Development Plan, with our Biodiversity Action Plan, Outdoor Access Strategy and Core Path Plan supporting delivery of physical, social and environmental outcomes which support successful and thriving communities.
- 6.15 We have a key role in ensuring our spaces are there to be enjoyed by all. We help to create healthy places particularly through enforcement and monitoring air quality, but also attractive places, through Renfrewshire's Team Up to Clean Up campaign – our call to arms to communities to do their bit and tackle littering and fly tipping.
- 6.16 This also links to our landlord role ensuring we have effective estate management measures in place so our tenants can enjoy their local environment. Our stock of around 12,200 homes is also a significant asset in the Council's portfolio and as such ongoing investment is required to ensure it is sustainable for the future, helps our tenants to reduce their energy costs and also contributes towards lowering the overall carbon emissions of the Council.
- 6.17 **Priorities 2020/21**
- Maintain and build on the success of the Team Up to Clean Up Campaign, continuing to work closely with communities, schools and businesses, publicising good news stories and encourage more communities to participate. Community clean ups will remain a focus, however, community capacity building will become more important as the programme progresses. One of the key successes is the Facebook page which allows groups to interact and celebrate success with over 800 members now communicating daily.
 - Deliver the qualifying projects within the Renfrewshire Council area as part of the Scottish Government's HEEPS:ABS programme. This will help deliver key outcome 4 from the Local Housing Strategy (LHS) – "Homes are Energy Efficient and Fuel Poverty is minimised" and this will make a critical contribution towards Renfrewshire being carbon neutral by 2030.
 - Air quality in Renfrewshire is closely monitored by the service and for the level of particulate matter which are 10 micro-meters or less in diameter (PM10) across Renfrewshire's 4 automatic monitoring sites it has shown a figure of 13.75 which is well within the nationally based target of 18. Paisley Air Quality Management Area (AQMA) has had no exceedances for 4 years therefore Communities, Housing and Planning Services will review the data in 2020 with a view to possibly revoking or amending the AQMA.
 - A review of the existing Core Path Plan and a revised draft plan for public consultation will be published during 2020.
 - Continue to work with public, private and voluntary sector partners to deliver actions within the Outdoor Access Strategy.
 - Introduce and implement the Voluntary Professional Dog Walking Scheme which will ensure consistency across the profession and allow targeted enforcement for non-compliance leading to a cleaner Renfrewshire.

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Deliver the Environment Strategy within the current Local Development Plan (LDP)	<p>The Environment Strategy will help deliver the following LDP objectives</p> <ul style="list-style-type: none"> • Development that neither individually nor cumulatively causes significant environmental impacts. • An enhancement in the natural, built and cultural heritage environment of Renfrewshire in support of the health of its communities, attractiveness of its places and strength of its diverse economy • Measures to reduce and mitigate for the effects of climate change 	Planning and Housing Manager	31-Mar-2021 ¹
We will deliver key outcome 4 from the Local Housing Strategy (LHS) - <i>Homes are Energy Efficient and Fuel Poverty is minimised.</i>	<p>The LHS sets out plans to make homes more energy efficient and tackle fuel poverty by:</p> <ul style="list-style-type: none"> • Improving energy and fuel efficiency of existing and newbuild housing • Maximising grant funding secured from national energy efficiency programmes. • Working with other services to ensure that people have access to good quality, easily accessible, fuel poverty and energy efficiency advice; • Working with other services to maximise household budgets; • Working with other services to assist householders to use their energy efficiently to reduce their fuel costs; 	Planning and Housing Manager/ Housing Asset and Investment Manager	31-Mar-2021
Deliver the Team Up to Clean Up campaign throughout Renfrewshire, involving local communities	Renfrewshire will be a cleaner place to live work and visit. Communities will be engaged and participating in Team Up to Clean Up activities	Communities and Regulatory Manager	31-Mar-2022

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	13.75ug/m ³ 2018/19	18ug/m ³		18ug/m ³	18ug/m ³	18ug/m ³	Stats are annual values there is work to ratify the raw data (external process which is undertaken by Scottish Government advisors) the values for 2019/2020 data won't be available until March/April.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								Target reflects the statutory requirement
Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	40.8 ug/m ³ 2018/19	42ug/m ³		41ug/m ³	40ug/m ³	40ug/m ³	stats are annual values there is work to bias adjust the raw data the values for 2019 data won't be available until March/April 2019/20 Target of 40ug/m ³ reflects the statutory requirement which we will be moving toward achieving by 2021/22
Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating	Quarterly	98% (Q3 2019/20)	97%		95% (+/-3%)	95% (+/-3%)	95% (+/-3%)	From 2020/21 the target has been set as a range of 95% plus or minus 3%
Percentage of council dwellings that are energy efficient	Annual	99.81% (2018/19)	100%		100%	100%	100%	This is an LGBF and Charter indicator

Strategic Outcome 5: Working together to improve outcomes


6.18 Communities, Housing and Planning Services strive to deliver efficient and effective services with our tenants and other customers at the heart. We regularly review our services in partnership with our employees, tenants and other customers to gain insight into their experience and to drive service improvements.

6.19 We report our performance to several national bodies including the Scottish Housing Regulator, Scottish Government, Association for Public Service Excellence (APSE) and the Improvement Service through the Local Government Benchmarking Framework (LGBF). The LGBF indicators relating to Communities, Housing and Planning Services are included as appendix 1 and a number are also integrated into the performance scorecard for this SIP.





6.20 Priorities 2020/21



- We will develop an Improvement Plan within Building Standards to improve performance and this will be submitted to the Scottish Government in May 2020 performance will continue to be closely monitored.
- We will continue to use our robust performance management regime to drive service improvement – reporting nationally on our performance but also identifying areas where we can learn from others or need to consider new ways of working.
- Communities, Housing and Planning Services' workforce plan has been developed, addressing age profiling, learning and development and skills development. The plan is action-focused, with a suite of actions under 5 key themes as outlined in section 4 of this SIP. In partnership with our colleagues in Organisational Development, we will continue to roll out the actions across our workforce and progress will be reported through the Service Improvement Planning process.
- We will also provide our employees with the appropriate support to manage their attendance to ensure sickness absence levels and costs will be minimised. We are working with our colleagues in HR to develop and implement further measures to proactively manage absences.
- For Community Protection, revised service structures will be developed that increase resilience and the sustainable delivery of regulatory services over the course of 2020/21. We will work with teams to develop and implement these proposals.
- Income generating and charging opportunities will be reviewed over the course of 2020/21 and evaluated across a range of activities. This will include a review of licensing and other regulatory fees and charges to ensure they are in line with other Councils; and action to ensure enforcement and fees income are being collected consistently and appropriately. Alongside this, opportunities for improved use of information systems and technology will be explored - particularly where these might improve the customer journey, improve operational efficiency or support improved working practices.
- Significant work will be required to raise awareness of the newly developed NOTICE-CHECK-SHARE vulnerability awareness and referral process. This will be launched at a CONTEST Prevent training event on 30 April 2020 and will be continued over the next 3 years as updated processes and procedures are developed in relation to counter terrorism in line with recently reviewed and updated Home Office and Scottish Government Guidance


What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
We will use the Annual Return on the Charter (ARC) to Scottish Housing regulator (SHR) process to drive improvements across housing services.	The ARC tracks the quality of service provided to tenants and provides benchmarking and tenant scrutiny of the services provided. We use this to inform what areas we will focus on for improvement.	Planning and Housing Manager	31-Mar-2021
Implement Communities, Housing and Planning Services' workforce plan	Implementing the plan will ensure our employees are deployed to the right place with the right skills at the right time.	All Senior Management Team (SMT)	31-Mar-2021
Develop and implement a programme of self-assessment	We will ensure staff across all service areas within Communities, Housing and Planning Services have an opportunity to be involved in a self-assessment exercise. This work will drive service improvements and identify better ways of working to benefit both staff and service users.	Strategic Planning and Policy Development Manager	31-Mar-2022
Improve Tenant Participation by delivering the Customer Engagement Action Plan.	<p>The Action Plan outlines how we will strengthen and increase tenant participation and support engagement, to help inform ongoing service development and continuous improvement.</p> <p>During 2020, we will undertake a review of the Customer Engagement Strategy, to include:</p> <ul style="list-style-type: none"> • Review of consultative processes • Review of the Neighbourhood Housing Forums • Scope out opportunities to consult and engage with tenants using digital methods 	Planning and Housing Manager	31-Mar-2020
Ensure Council Officers with incident response duties are suitably trained to carry out this role	Trained Council Officers able to carry out role incident duties effectively and efficiently	Senior Civil Contingencies Officer	31-Mar-2022





Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	6.57% (Q3) 2019/20	6%		6%	6%	6%	The number of claimants in receipt of the housing cost element of UC has increased from 870 last year to 2,157 this year. The 6.57% for Q3 compares with 6.29% at the same point last year which

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								with the continuing rollout of UC is in line with expectations. Current performance is already in line with expectations to achieve target by the end of the financial year.
Rent collected as percentage of total rent due in the reporting year.	Quarterly	99% (Q3 2019/20)	98%		98%	98%	98%	This is a Charter indicator. Target was revised from 95% in 2017/18 to 98% to reflect the improving performance.
Average length of time taken to re-let properties in the last year	Quarterly	37 days (Q3 2019/20)	38 days		38 days	35 days	34 days	Our average days to lets performance has remained stable last year. This included a number of long term void properties being re-let. This indicator is monitored monthly and quarterly reviews are carried out to ensure progress is maintained.
Percentage of rent loss due to voids	Quarterly	1.41% (Q3 2019/20)	1.5%		1.5%	1.4%	1.4%	This is an LGBF and Charter indicator
Percentage of reactive repairs carried out in the last year completed right first time	Annual	88.1% (2018/19)	93%		93%	93%	93%	Just under 33,000 reactive repairs were completed 'right first time' last year. Although down from the previous year it remains that

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								almost 9 out of 10 repairs are completed on the first visit.
Percentage of Overall Repairs Completed Within Target	Quarterly	95.1% (Q3 2019/20)	95%		95%	95%	96%	This is a Charter indicator
Average length of time taken to complete non-emergency repairs (days)	Quarterly	8.0 (Q3 2019/20)	15		15	15	15	This is an LGBF and Charter indicator. 15 days is the target as that is the maximum time to complete a non-emergency repair.
Average Time for processing Planning Applications (Householder)	Bi-annually	5.9 (Q2 2019/20)	8 weeks		8 weeks	8 weeks	8 weeks	This indicator is now verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures along with the 2019/20 yearly analysis will be available in May 2020. A new target has been set of 8 weeks (statutory target), previously reported as data only. Performance improved from 6.1 weeks in Quarter 1 to 5.9 weeks in Quarter 2.
Application Approval Rate	Bi-annually	99.4% (Q2 2019/20)	Data only		Data only	Data only	Data only	This indicator is now verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures along with the 2019/20 yearly analysis will be available in May 2020.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Percentage of applications dealt with under delegated authority	Bi-annually	98.3% (Q2 2019/20)	Data only		Data only	Data only	Data only	This indicator is now verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures along with the 2019/20 yearly analysis will be available in May 2020.
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	93.4 Days (Q3 2019/20)	60 days		60 days	60 days	60 days	There are three indicators relating to Building Standards and all three are red for quarter 3 – time to issue a building warrant or amendment to warrant from receipt of application; time to issue a first report; and time to issue a building warrant or amendment from receipt of satisfactory information. As part of our performance scrutiny, the quarter 3 figure was examined further, particularly as this measure calculates the combined response times of both the local authority verifier and the agent /architect. Investigation has shown that within that average 93 days in Q3, building warrants spent on average 55

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
								days with Building Standards and 38 days with agents/ architects.
Percentage of first reports issued within 20 days (Building Standards)	Quarterly	55.1% (Q3 2019/20)	95%		95%	95%	95%	Performance is affected by external factors – economic activity has been more buoyant in 2019, particularly in terms of house building, the realisation of City Deal and the Council's own capital investment projects. This has led to an increased number and complexity of building warrant applications being received. Posts requiring experienced building standards officers have been very difficult to fill. To address this – adjustments have been made to the structure of the Building Standards service and job roles have been revised to attract staff and two assistant building standards surveyor posts have recently been filled.

Performance Indicator	Frequency	Current Value	Current Target	Current Status	2020/21 Target	2021/22 Target	2022/23 Target	Comments
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	62.85% (Q3 2019/20)	90%		90%	90%	90%	See note above
Total Percentage of frontline (stage 1) complaints responded to within 5 days	Quarterly	91% (Year to date)	95%		95%	95%	95%	Timescales are set by the SPSO
Total Percentage of investigation (stage 2) complaints responded to within 20 days	Quarterly	100% (Year to date)	95%		95%	95%	95%	Timescales are set by the SPSO
Average number of work days lost per full time equivalent (FTE) employee. (cumulative)	Quarterly	5.43 (Q1 and Q2 cumulative)	4.1		8.5	TBC	TBC	Absence up to end of Q2 was 5.43 days lost per FTE. This is higher than the current CHAPS target of 4.1 and is slightly better than the Council average which was 5.47 days lost per FTE.

Appendix 1 – Communities, Housing and Planning Services LGBF Scorecard

LGBF						
PI Name	2016/17		2017/18		2018/19	
	Value	Target	Value	Target	Value	Target
Cost of Trading Standards and environmental health per 1,000 of population	£8,128	Data only	£8,672	Data only	£16,840	Data only
Cost of Environmental Health per 1,000 of population	£6,608	Data only	£7,324	Data only	£4,995	Data only
Cost of trading standards, money advice and citizens advice per 1,000 population	£1,520	Data only	£1,348	Data only	£11,845	Data only
Percentage of council dwellings that are energy efficient	98.0%	100.0%	99.95%	100.0%	99.81%	100.0%
Average length of time taken to complete non-emergency repairs (days)	7.4 days	15.0 days	7.06 days	15.0 days	6.9 days	15.0 days
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	5.35%	8.00%	4.88%	8.00%	5.76%	6.00%
% of rent loss due to voids	1.53%	2.50%	1.31%	2.40%	1.43%	1.80%
% of Council housing stock which meets the Scottish Housing Quality Standard	91.4%	100%	93.51%	100%	94.49%	100%
Cost per planning and Building Standard Services per planning application	£3,957	Data only	£8,001	Data only	£1,048	Data only
Average time per business and industry planning application (weeks)	11.14	Data only	9.04	Data only	7.74	Data only



Contact:

Service Planning and
Policy Development Team
(Communities, Housing and
Planning Services)



To: INFRASTRUCTURE, LAND AND ENVIRONMENT POLICY BOARD

On: 18 MARCH 2020

Report by: DIRECTOR OF ENVIRONMENT AND INFRASTRUCTURE

Heading: SUPPLEMENTARY GUIDANCE – ROADS (DIGITAL ADVERTISING)

1. Summary

- 1.1 At its meeting on 6 June 2017, the Infrastructure, Land and Environment Policy Board approved that the Council should adopt the Scottish Chief Officers of Transportation in Scotland (SCOTS) National Roads Development Guide and should add an amendment regarding parking standards in urban areas into the Local Authority Variations Appendix for Renfrewshire.
 - 1.2 Approval is now sought to add a further amendment by including in the Local Authority Variations Appendix for Renfrewshire, Supplementary Guidance for the placing of digital advertising panels in relation to roads and traffic signals. This is included in this report as Appendix 1.
 - 1.3 If approved, the guidance will assist developers proposing to invest in digital advertising panels in Renfrewshire and those considering making planning applications.
-

2. Recommendations

It is recommended that the Infrastructure, Land and Environment Policy Board:

- 2.1 Approves the inclusion of Supplementary Guidance – Roads (Digital Advertising), as included at Appendix 1 to this report, as a Renfrewshire Council local variation into the SCOTS National Roads Development Guide.
-

3. Background

- 3.1 Renfrewshire Council's current variation to the National Roads Development Guide was last approved on 6 June 2017 and reflected the Council's needs at that time.
 - 3.2 Digital advertising is becoming commonplace across the country and increasing numbers of advertising applications are being received by the Council which require a consistent, evidence based, approach to their assessment.
 - 3.3 National guidelines have been produced by the Institution of Lighting Professionals and the Council's proposed Supplementary Guidance adopts the standards within it which cover most requirements such as the brightness and refresh rate of digital screens and the prohibition of siting digital screens where they can cause a distraction to drivers.
 - 3.4 The Supplementary Guidance, which is at Appendix 1 to this report, additionally seeks to inform developers of the implications for road safety on the placement of digitally illuminated screens, particularly behind traffic signals where it may mask the traffic signal fronting it and as replacements for static advertising panels on bus shelters.
-

Implications of this Report

1. **Financial** – The adoption of supplementary guidance will assist developers making applications, lessen the need for pre planning application meetings and reduce the need for officers to attend such.
2. **HR & Organisational Development** – The implementation of the supplementary guidance should prevent the need for officers to attend meetings and reduce demands on staff
3. **Community Planning** – None
4. **Legal** - None
5. **Property/Assets** – The implementation of the supplementary guidance is designed to improve safety of roads infrastructure within the Council area.
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** – The implementation of the supplementary guidance is designed to improve road safety approaching signal controlled junctions within the Council area.
 9. **Procurement** – None
 10. **Risk** – The implementation of supplementary guidance on Digital Advertising reduces the subjectivity of appraising planning applications
 11. **Privacy Impact** – None
 12. **CoSLA Policy Position** – None
 13. **Climate Risk** - None
-

List of Background Papers - none

Author Gerard Hannah, Infrastructure, Transportation & Change Manager
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Renfrewshire Council
Supplementary Guidance – Roads (Digital Advertising)

1. Advertising applications should comply with the recommendations of the Institution of Lighting Professionals (ILP) as per the below link, particularly in respect of refresh rates and illuminance.

<https://www.theilp.org.uk/resources/ilp-general-reports/plg05-the-brightness-of-illuminated-advertisements/>
2. Advertising applications should not include moving images especially when the display could be seen by drivers.
3. Advertising applications will be considered on an individual site basis. Consideration should include forward visibility of the digital advertising screen especially in relation to the existing or planned positions of traffic signal heads. Where digital advertising screens are behind signal heads at any point (as photo below) applicants should be advised to withdraw the application.
4. Consideration should be given to offside traffic signal heads being masked or disguised by digital advertising screens placed behind them especially when nearside signals are obscured by slow or stationary high vehicles as can be seen below.



Example 1; An acceptable location where the screen is off to the side and does not interfere with the visibility of the signal heads.



Example 2; Initially it appears that the hoarding is behind the signals and is unacceptable but due to the bend in the road as the driver approaches the signals the hoarding moves “in the driver’s eye” to a safe location to the side and is therefore acceptable.

5 Bus Stop advertising.

Where it is proposed that existing advertising bus shelters be upgraded to digital advertising and the proposal is in accordance with the ILP guidelines, it is likely that the site will comply because all Renfrewshire’s advertising shelters have already been assessed in relation to advertising. However, sites should be inspected to check that new traffic signals, which may affect driver visibility, have not been introduced since the initial advertising consent was given to the site.



To: Infrastructure, Land and Environment Policy Board

On: 18 March 2020

Report by: Director of Communities, Housing and Planning Services

Heading: Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 – An Update on the Enforcement of Provisions Relating to Tobacco and Nicotine Vapour Products (NVPs)

1. Summary

- 1.1 This report provides an update on the operation of the enhanced tobacco sales enforcement programme and notes its ongoing funding for a further year from the Scottish Government and plans to mainstream both the funding and the programme within the Trading Standards and Licensing service. The report also notes the intention to commence issuing fixed penalty notices for repeated contraventions of the terms of the legislation – in line with the Council's approved Integrated Enforcement Policy.
- 1.2 In 2011, the Scottish Government agreed to provide £44k per annum to Renfrewshire Council for 3 years to fund the rollout of the original Tobacco & Primary Medical Services (Scotland) Act 2010. Local authorities were given a statutory duty of enforcement under the 2010 Act, as well as powers to issue Fixed Penalty Notices in relation to these offences. Within Renfrewshire Council, these powers were delegated to Officers within the Trading Standards & Licensing Team, now within Communities and Public Protection.
- 1.3 As part of that agreement, the Scottish Government required Renfrewshire Council to undertake a programme of activities, which became known as the Enhanced Tobacco Sales Enforcement Programme (ETSEP). Annual targets were set for activities such as advice to traders and test purchasing, and these figures were collated and sent to the Scottish Government on a quarterly basis.
- 1.4 The success of the ETSEP programme, and associated funding led to the Scottish Government offering an initial three years of funding for local authorities to carry out enhanced activities in relation to NVPs in 2017. Part of the funding agreement was that regular performance figures would be submitted to the Scottish Government through the Society of Chief Officers of Trading Standards in Scotland. These figures reflected targets that were broadly similar to those requested for the ETSEP programme. The Scottish Government funding allowed the recruitment of an additional Trading Standards Officer with a focus on carrying out these duties.

- 1.5 Due to the success of this approach, the Scottish Government are now offering a further year of funding to continue the enhanced enforcement of NVPs with a future proposal to include this funding on a permanent basis to allow a mainstream budget to be provided to Trading Standards Teams across Scotland.
 - 1.6 In Renfrewshire, the Trading Standards and Licensing team will continue to undertake this work as part of its routine duties. The work will be carried out by the recently recruited Fair Trading and Licensing Standards Officers.
 - 1.7 These Officers will be taking on age-restricted sales as part of their role, as well as undertaking a 3 to 4-year training qualification to become fully qualified Trading Standards Officers. Targeted test purchasing will be undertaken where necessary, and activity will include the issuing of Fixed Penalty Notices.
-

2. Recommendations

- 2.1 It is recommended that the Infrastructure, Land and Environment Policy Board:
 - a) notes the update on activity undertaken to regulate Tobacco, and Nicotine Vapour Products;
 - b) notes the extended funding for a further year and supports the proposed future transfer of the baseline budget from Scottish Government to Trading Standards, to allow continued and enhanced activity to regulate Tobacco and Nicotine Vapour Products; and
 - c) notes the role of the Fair Trading and Licensing Standards Officers in the Trading Standards and Licensing Team to take forward this area of work and the intention to increase enforcement, including issuing fixed penalty notices for repeat offences, in line with the approved Renfrewshire Council Integrated Enforcement Policy.
-

3. Background

- 3.1 On 1 April 2011, various provisions of The Tobacco & Primary Medical Services (Scotland) Act 2010 were brought into effect. Officers from the Trading Standards and Licensing Team were authorised to enforce this legislation, which aims to control the sale of tobacco products.
- 3.2 Provisions included introducing an age restriction of 18 for purchasing this type of product, alongside new offences for the purchase or proxy purchase of Nicotine Vapour Products. Certain offences within the 2010 Act, as amended by the 2016 Act can be disposed of by means of a Fixed Penalty Notice, or by referring the matter to the Procurator Fiscal for consideration as a criminal case. Where an offence punishable by Fixed Penalty Notice is observed by Officers, a Fixed Penalty Notice will be issued to the individual committing the offence. After review, and where considered appropriate, unpaid Fixed Penalty Notices are reported to the Procurator Fiscal.
- 3.3 The provisions of the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 (hereafter referred to as “the 2016 Act”) came into force in early 2017. This legislation brought in controls on the sale of Nicotine Vapour Products (NVPs), commonly known as “e-cigarettes” to young people under the age of 18. The 2016 Act amended existing legislation, namely the Tobacco & Primary Medical Services (Scotland) Act 2010 (hereafter referred to as “the 2010 Act”), to create a number of offences specifically in relation to the sale of NVPs.

- 3.4 Intelligence gathered from a number of sources has been used to formulate a local risk-based approach to carrying out interventions at premises known or suspected to be selling NVPs. It was agreed that – in line with our Regulatory Services Integrated Enforcement Policy – advice and guidance would be given, wherever possible, to support traders into compliance. Additional funding was received from the Society of Chief Officers of Trading Standards in Scotland, to allow the composition of an age-restricted products “advice pack” which is provided to all traders at time of inspection.
- 3.5 These inspections have been carried out over a three-year period covered by funding received from the Scottish Government. While the primary focus of these visits was to carry out activities in relation to NVPs, Officers also check compliance with all other consumer protection legislation at time of visit. This includes checks on pricing, product descriptions, consumer product safety and weights & measures.
- 3.6 The figures provided below relate to the numbers of inspections carried out each year and the “savings to business” relate to the cost that businesses would have incurred had fines related to the numbers of breaches identified through those visits been applied. (2019-20 figures are for the year to date at time of this report). The “savings to business” reflect the breaches found at time of first visit, which could have resulted in a Fixed Penalty Notice to the trader. The figure is calculated by multiplying the number of criminal breaches found by the amount that could have been levied on the trader by means of a Fixed Penalty Notice, should that trader have paid the fine early (£200 per breach, reduced to £150 for early payment).

Year	No. of visits	Minimum saving to business	Issues identified
2017-18	88	£34,000	Overall low level of compliance – over half had no age verification policy
2018-19	133	£35,000	Overall low level of compliance – over half could not demonstrate due diligence
2019-20 (to date)	56	£21,000	Year to date – still in progress

- 3.7 All enforcement work carried out by the service is in line with the Renfrewshire Council Integrated Enforcement Policy, as approved by the Leadership Board on 14 September 2016. This advocates the use of an enabling approach; to support traders to compliance through advice and guidance, rather than enforcement. In general, this approach is supportive and effective. It allows intelligence to be hardened, assisting the Team in targeting enforcement activities against deliberate and repeat offenders. At this stage however, the legislation and the inspections have now been in place for a number of years and as can be seen from the data over the last 3 years a number of businesses continue to demonstrate an overall low level of compliance. In future where a business has previously received guidance or a warning in relation to non-compliance with the legislation a Fixed Penalty Notice will be issued for further instances of non-compliance.

Implications of the Report

1. **Financial** – the funding for the NVP work has been extended for another year with the proposal to mainstream the funding moving forward.
2. **HR & Organisational Development** – None

3. **Community/Council Planning –**

- *Our Renfrewshire is safe* – By checking and regulating age restricted sales, Renfrewshire will comply with appropriate legislation to keep people under 18 safe from accessing products that are inappropriate.
- *Our Renfrewshire is fair* – By targeting premises that do not comply with regulations, it ensures that legitimate businesses can thrive.

4. **Legal** – This report ensures Renfrewshire Council implements the appropriate legislative requirements.

5. **Property/Assets** - none.

6. **Information Technology** - none

7. **Equality & Human Rights**

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

8. **Health & Safety** - none

9. **Procurement** - none

10. **Risk** – none

11. **Privacy Impact** - none

12. **COSLA Policy Position** – N/A

13. **Climate Risk** - none.

List of Background Papers

None

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To: Infrastructure, Land and Environment Policy Board

On: 18 March 2020

Report by: Director of Communities, Housing and Planning Services

Heading: Excess packaging – legislative framework and internal monitoring

1. Overview

- 1.1. On 5 December 2019, Council approved a Motion recognising the climate emergency and condemning the excessive use of packaging by supermarkets and online retailers. The Motion called on officers in Trading Standards to investigate the issue within Renfrewshire and take action against retailers that do not comply with current legislation. This report provides an update on the work carried out by Trading Standards officers in this regard.
- 1.2. Legislation is currently being progressed by the UK Government with the support of devolved administrations in Scotland and Wales to create tighter regulations around packaging and in particular to ensure that producers pay the full cost of managing packaging waste for all of their products. HM Treasury is also consulting on the introduction of a new tax on the production and importation of plastic packaging from April 2022, and Scottish Government are introducing a deposit return scheme for single use drinks containers. Consultation on reforming the UK packaging producer responsibility scheme was the subject of a previous report to this Board by the Director of Environment and Infrastructure Services on 29 May 2019.
- 1.3. Trading Standards officers are responsible for enforcing the current legislation in relation to the packaging of items for retail sale. The current legislation places the responsibility on the producer or packager first placing goods into the EU market. Retailers themselves are not responsible for ensuring compliance with this legislation, as the legislative responsibility falls on the producer / packager.

- 1.4. Officers in the Trading Standards & Licensing Team routinely check packaging alongside their other regulatory activities and checks. In particular, over the last two years, a focused programme of packaging checks has been carried out which has included all supermarkets being inspected twice, other local retail outlets being inspected and items packed by local packers being checked. As a result of these activities, two items have been referred to relevant authorities for advice and guidance in relation to packaging – specifically in cases where the packaging was misleading as to the quantity of product being delivered to the consumer. Consumer complaints are also considered if received by the service. The last consumer complaint to be received in relation to misleading packaging was in 2009.
- 1.5. In addition to these activities, all consignments at Glasgow Airport which are checked for consumer product safety are also checked for all other legislative compliance, including any excessive or misleading packaging. Within the Council officers are also aware of the impact of excess packaging and this is considered in relation to product procurement and service provision. Most recently changes have been made to the grab and go lunch provision within schools in order to minimise excess packaging.
-

2. Recommendations

- 2.1 It is recommended that the Infrastructure, Land and Environment Policy Board:
- (i) notes the ongoing activity undertaken to address and minimise excess packaging in Renfrewshire.
-

3. Background

- 3.1 In February 2019 the Department of Environment, Food & Rural Affairs (DEFRA), opened a consultation regarding possible reforms to the UK Packaging Producer Responsibility Scheme – with a number of objectives, including:
- Improved recyclability and recycling of packaging
 - Reduced use of virgin materials
 - Businesses to pay the full cost of managing packaging waste for their products
 - Increased compliance with regulation across the supply chain
 - Clearer, consistent labelling for consumers
 - Encouraging investment in UK reprocessing capacity

- 3.2 The consultation document sought views on measures that would be required to deliver the necessary regulatory framework to deliver change, in particular the definition of full net cost recovery and approaches to recover full net costs from producers. Renfrewshire Council fully supported the proposals and objectives in its response to the consultation (submitted to Infrastructure, Land and Environment Policy Board on 29 May 2019). The proposed date for commencement of the new measures is 2023.
- 3.3 Alongside this, the Scottish Government has announced its plans for the deposit return scheme (DRS) for single use drinks containers (plastic bottles, cans and glass) quoting 20p deposit on those items. Retailers selling single use drinks containers will be required to process and store returned containers, and the support and enforcement for this is proposed to be carried out by SEPA.
- 3.4 The current legislation enforced by Trading Standards in relation to items packaged for retail sale is the Packaging (Essential Requirements) Regulations 2015. The essential requirements for packaging in terms of this legislation are that:
- Packaging volume and weight must be the minimum amount to maintain the necessary levels of safety, hygiene and acceptance for the packed product and for the consumer,
 - Packaging must be manufactured to allow reuse or recovery, and
 - Noxious or hazardous substances in packaging must be minimised in emissions, ash or leachate from incineration or landfill.
- 3.5 This legislation is most often applied when packaging is considered to be misleading and presents the product in such a way as to mislead the consumer into believing they are purchasing a greater quantity than is in fact supplied.
- 3.6 All enforcement work carried out by the Trading Standards & Licensing Team is in line with the Renfrewshire Council Integrated Enforcement Policy, as approved by the Leadership Board on 14 September 2016. This advocates the use of an enabling approach; to support traders to compliance through advice and guidance, rather than enforcement. This allows intelligence to be hardened; assisting the Team in targeting their enforcement activities to deliberate offenders.

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community/Council Planning** –
 - *Our Renfrewshire is fair* – Enforcement work products helps ensure a level-playing field for Renfrewshire traders. This work ensures Renfrewshire is seen as an attractive place to trade.

4. **Legal** – None
 5. **Property/Assets** - None
 6. **Information Technology** - None
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** - None
 9. **Procurement** - None
 10. **Risk** – None
 11. **Privacy Impact** - None
 12. **COSLA Policy Position** – N/A
 13. **Climate Risk** – None
-

List of Background Papers

None

Author: Oliver Reid, Head of Communities and Public Protection.

Email: oliver.reid@renfrewshire.gov.uk



To: Infrastructure, Land & Environment Policy Board

On: 18 March 2020

Report by: Director of Communities, Housing & Planning

Heading: Clyde Muirshiel Regional Park Joint Committee – Withdrawal of North Ayrshire Council

1. Summary

- 1.1 This report seeks to inform members of the decision taken by North Ayrshire Council at its meeting of 12 February 2020 to serve notice of withdrawal from the Clyde Muirshiel Regional Park Joint Committee.
-

2. Recommendations

- 2.1 It is recommended that the Board:
- (i) note the decision taken by North Ayrshire Council to serve notice of withdrawal from the Clyde Muirshiel Regional Park Joint Committee;
 - (ii) authorise the Head of Planning and Housing, in consultation with the Head of Corporate Governance, to liaise with officers in Inverclyde and North Ayrshire Council to confirm the date for North Ayrshire Council's formal withdrawal from the Joint Committee; and
 - (ii) note that a paper will be brought to a future meeting of the Infrastructure, Land & Environment Policy Board seeking approval for the ongoing Governance arrangements for the Regional Park.
-

3. Background

- 3.1 The Clyde Muirshiel Regional Park was formally constituted by the Clyde Muirshiel Regional Park Designation Order 1987 and is managed by a Joint Committee comprising North Ayrshire Council, Renfrewshire Council and Inverclyde Council, known as the Park Authority.

- 3.2 The current role of the Joint Committee was set out in a Minute of Agreement from 2004 and Renfrewshire Council, as lead authority, appoint appropriate officers to act as Clerk and Treasurer as well as providing professional, technical and administrative support to the Park Authority.
 - 3.3 Clyde Muirshiel Regional Park's activities and priorities have changed significantly since its inception and in this context the Joint Committee in 2018 authorised Renfrewshire Council in consultation with the Partner Authorities to undertake a review of the governance including the Minute of Agreement.
 - 3.4 This review provided an opportunity for North Ayrshire Council to re-evaluate its role within the tri-partite partnership and to take the opportunity to assess the benefit gained from being a member of the Joint Committee.
 - 3.5 The report to North Ayrshire Council on 12 February 2020 therefore noted that its participation in the activities of the Park was severely limited and given that North Ayrshire has no income generating facilities within the park it was appropriate to withdraw from the Joint Committee.
 - 3.6 In terms of the 2004 Minute of Agreement there is a period of notice which any Council requires to give, in the event, it withdraws, from the Joint Committee arrangement. This requires a period of 2 years notice from 31 March in any calendar year during which all of the partner Councils would remain liable for outstanding financial liabilities.
 - 3.7 However in light of the decision taken by North Ayrshire and the situation whereby no financial contribution will be made from 31 March 2020 onwards it is considered that a lesser period can be agreed with the other two Councils.
 - 3.8 The withdrawal of North Ayrshire Council from the Joint Committee will not affect the designation of the Clyde Muirshiel Regional Park, which will remain in existence and will continue to support the Scottish Government's National Outcome to "Value and enjoy our built and natural environment and protect it and enhance it for future generations".
-

4 Next Steps

- 4.1 The 2004 Minute of Agreement which sets the arrangements for the Regional Park Authority requires the participating Councils to give a 2 year notice period if they intend to withdraw from the Joint Committee. This is to allow the remaining Councils sufficient time to ensure that arrangements are in place to meet any costs that may have accrued and to ensure that appropriate arrangements are in place to ensure that the significant benefits to be gained from the resources of the park can still be delivered.
- 4.2 In this context, discussions are already underway between the Legal, Finance and relevant Services of the three Councils and at this stage it is anticipated that a suitable arrangement can be agreed that would ensure that the Park, its facilities and its staff resources can be suitably managed and funded.

- 4.3 It is also recognised that further consideration can be given to the role for the local communities who live in and on the periphery of the park to participate in its activities and active management and in doing so provide a vital service in ensuring that as many of the residents in the local area and across a wider geography can benefit and enjoy all of the opportunities that are available in this important, environmental, recreational and outdoor educational resource.
- 4.4 Further discussion and consultation will continue with the constituent authorities and will be the subject of a Report to the next meeting of the Infrastructure, Land & Environment Board.
-

Implications of the Report

1. **Financial** – The Clyde Muirshiel Joint Committee meeting of 14 February 2020 approved the requisitions payable from each member Council for 2020/21 and confirmed that no payment was anticipated from North Ayrshire Council. It was also noted that an updated financial outlook would be provided to the Joint Committee in June 2020.
2. **HR & Organisational Development** – Renfrewshire Council continues to remain as the employing authority for Park staff.
3. **Community/Council Planning** – *Creating a sustainable Renfrewshire for all to enjoy* – the revised governance arrangements will not impact on the Park as a focus for enjoyment of a key environmental, educational and recreational resource.
4. **Legal** – Appropriate governance and oversight arrangements in respect of the Park will be the subject of discussion with partner authorities.
5. **Property/Assets** – the properties operated by the Park Authority will remain vested with each Council, who will also continue to manage and maintain these assets.
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 infringement of individual human rights have been identified in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – *None*
9. **Procurement** – *None*
10. **Risk** – *None*
11. **Privacy Impact** – *None*

12. **Cosla Policy Position** – *None*

13. **Climate risk** – *None*

List of Background Papers:

None

Author: Fraser Carlin, Head of Planning & Housing



To: Infrastructure, Land & Environment Policy Board

On: 18 March 2020

Report by: Joint Report by the Director of Communities, Housing & Planning Services and Director of Finance & Resources

Heading: Proposed Renfrewshire Allotment Site Regulations in terms of the Community Empowerment (Scotland) Act 2015

1. Summary

- 1.1 The purpose of this report is to advise the Board of the Council's proposed Renfrewshire Allotment Site Regulations in accordance with Part 9 of the Community Empowerment (Scotland) Act 2015.
-

Recommendations

- 2.1 It is recommended that the Board: -
- 2.2 Approve for consultation the proposed Renfrewshire Allotment Site Regulations, forming the Appendix to this report which have been prepared in accordance with Part 9 of the Community Empowerment (Scotland) Act 2015.
- 2.3 Note that a further report seeking authorisation to bring the finalised regulations into force taking account of consultation responses will be provided to the next Board on 27 May 2020.
-

3 Background

- 3.1 The Community Empowerment (Scotland) Act 2015 (Part 9) relates to allotments and encourages Council's to support the development of allotments and community growing spaces. This is aimed at improving health & well-being along with the creation of a sustainable food strategy.

A summary of the main provisions of Part 9 of the Act and its' implications were outlined in a report to Council dated 3 May 2018.

- 3.2 The Council has a statutory duty to provide allotments and the Act imposes several obligations on the Council including an obligation to introduce its first Allotment Site Regulations. The Council's proposed Renfrewshire Allotment Site Regulations form an appendix to this Report.
- 3.3 The Act requires the Council to introduce Allotment Site Regulations and Section 115 of the Act outlines the mandatory and discretionary matters which should be provided for in the Regulations.

These mandatory provisions include, but are not limited to:

- allocation policies;
- rent including a method of determining fair rent;
- circumstances that affect, or may affect, the ability of a person to pay the rent payable under the lease of an allotment;
- maintenance of allotments
- buildings or other structures that may be erected on allotments, the modifications that may be made to such structures and the materials that may or may not be used in connection with such structures
- the keeping of livestock
- landlord inspections.

The discretionary provisions include, but are not limited to:

- access by persons (other than allotment tenants) and domestic animals
 - acceptable use of allotments and allotment sites
 - sale of surplus produce;
-

4. Consultation

- 4.1 Section 116 of the Act requires the Council to consult persons appearing to the local authority to have an interest before making regulations.
At least one month prior to bring into force regulations, the Council are required to advertise the regulations with an advertisement in at least one newspaper circulating in its' area. To make copies of the proposed regulations available for inspection by the public without payment at its offices and if it considers it practicable, at the allotment site/s to which the regulations are to apply.
- 4.2 Any person may make a representation in writing in relation to the proposed regulations during the consultation period. The Council are required to take account of any representations received during the consultation period prior to bringing into force the regulations.
- 4.3 In advance of the formal consultation process, the Council have kept stakeholders including the six Allotment and Growing Ground Associations up to date and made its draft Allotment Site Regulations available to stakeholders.

- 4.4 In line with its statutory consultation obligations, should the proposed Regulations be approved, the consultation period will commence on or around 27 March 2020 and close on or around 26 April 2020. The consultation will be advertised in the Paisley and Renfrewshire Gazette, online via the Council's website, and the draft Regulations are made available at Renfrewshire House, all Renfrewshire Libraries and at all six Allotment Sites in Renfrewshire.

Implications of the Report

1. **Financial** The Council has established funds that can provide financial support for community proposals to develop and improve the provision of allotments and growing rounds in Renfrewshire
2. **HR & Organisational Development** – None.
3. **Community Planning**
 - Our Renfrewshire is thriving – will help to support a sustainable food strategy;
 - Our Renfrewshire is well – the provision of allotments will help to promote health and well-being;
 - Our Renfrewshire is fair – the annual report provides transparency about the use and provision of allotments;Reshaping our place, our economy and our future – ensures there is community involvement in decisions taken about the provision of allotments
4. **Legal** – Legal Services may, require to consider the results of the consultation and assist with any amendments to the proposed Regulations on the basis of these.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because no groups or individuals have any involvement currently at the property. 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** – Not applicable.
10. **Risk** – None.

11. **Privacy Impact** – Not applicable.
12. **Cosla Policy Position** – Not applicable.
13. **Climate Risk** - None

List of Background Papers

- (a) Background Paper 1 –. Proposed Renfrewshire Allotment Site Regulations

Author Frank Hughes, Asset Manager, frank.hughes@renfrewshire.gov.uk
Tel – 07796192083

Appendix 1 – Allotment Regulations

Preamble

The Renfrewshire Council, a Local Authority constituted in terms of the Local Government etc. (Scotland) Act 1994 (“the Council”) has a statutory duty to provide Allotments in terms of Part 9 of the Community Empowerment (Scotland) Act 2015 (the “2015 Act”). The Council discharges the duty to manage allotment sites through a system of delegation, through which independently managed allotment associations and community garden groups enter into leasing arrangements with the Council to operate allotments on Council owned land in terms of Section 107 of the 2015 Act. These Regulations are made in support of this statutory function and to support Tenants of Allotment Plots in understanding their responsibilities and relationship with their respective allotment association or community garden group. These Regulations have been adopted by resolution of the Infrastructure, Land and Environment Policy Board dated 18 March 2020.

Definitions

“**Allotment**” has the meaning given to it by Section 107 of the 2015 Act;

“**Allotment Association**” means the association or community group leasing the Allotment Site from the Council;

“**Allotment Plot**” means the Allotment plot leased by a Tenant from an Allotment Association in terms of an Allotment Tenancy;

“**Allotment Site**” has the meaning given to it by Section 108 of the 2015 Act;

“**Allotment Tenancy**” means a tenancy agreement between the Allotment Association and an Applicant for an identified Allotment Plot on an Allotment Site;

“**Applicant(s)**” means an applicant or applicants for an Allotment Tenancy in the Renfrewshire Local Authority area;

“**Application**” means an application for an Allotment Tenancy by an Applicant to an Allotment Association in the form prescribed by the Allotment Association;

“**Commencement Date**” means the day after the date of execution of these Regulations;

“**Livestock**” has the meaning given to it by Dogs (Protection of Livestock) Act 1953;

“**Management Committee**” means the management committee or the equivalent governing body constituted by the Allotment Association for the purpose of managing their Allotment Site;

“**Protected Adult**” has the meaning given to it by Section 94 of the Protection of Vulnerable Groups (Scotland) Act 2007 (as amended);

“**Regulations**” means these regulations made in terms of Section 115 of the 2015 Act;

“**Secretary**” means the secretary appointed by the Allotment Association responsible for administration of the affairs of the Allotment Association;

“**Site Rules**” means the site-specific rules published by the Allotment Association governing their Allotment Site;

“**the Tenant**” means the tenant leasing an Allotment Plot from an Allotment Association, in terms of an Allotment Tenancy;

Interpretation

- a. Words importing any gender include all other genders, and words in the singular include the plural and vice versa.
- b. The Interpretation Act 1978 applies to these Regulations as it does to an Act of Parliament.
- c. Where any conflict exists or arises between these Regulations and the 2015 Act, the 2015 Act shall have priority.
- d. Where any conflict exists or arises between these Regulations and the Site Rules, these Regulations shall have priority.

1. Allocation

- a. An application for an Allotment Plot must be made in writing by an Applicant to the Allotment Association in the form to be prescribed by the Allotment Association in their Site Rules.
- b. Allotment Associations shall determine their eligibility criteria and allocation policy for Applications for Allotment Plots on their Allotment Site. This allocation policy should be published in their Site Rules.
- c. All Tenants are required to sign an Allotment Tenancy annually in advance agreeing to lease an Allotment Plot for the coming year and that they shall adhere to these Regulations, and any Site Rules that may pertain to the particular Allotment Site.
- d. Allotment Associations shall provide annual reports to the Council on such matters as the Council shall prescribe in writing which for the avoidance of doubt shall include:
 - Number of Allotment Plots on their Allotment Site;
 - Annual subscription fee payable by a Tenant to the Allotment Association;
 - How annual subscription fee was decided by Allotment Association;
 - Number of Applicants on the waiting list for Allotment Plots on their Allotment Site;
 - Number of Applicants waiting 5+ years for an Allotment Plot;
 - Number of Allotment Plots accessible to a disabled person;
 - Number of Allotment Plots adjusted to meet needs of disabled persons, and
 - Number of Applicants applying for adapted Allotment Plots or for adjustment to existing Allotment Plots.
- e. The Council reserves the right to inspect any Allotment Sites and records without giving prior notice to ensure that the Allotment Sites and Allotment Plots thereon are being managed in accordance with these Regulations.

2. Rent Provisions/Charges

- a. The annual subscription fee is payable under an Allotment Tenancy by a Tenant to the Allotment Association on the date specified by that organisation each year. The annual subscription shall be set by the Allotment Association at its annual general meeting or by its Management Committee, notified to members, publicised through appropriate media and reported to the Council (so that the local authority can discharge its duties under Section 121 of the 2015 Act).
- b. In the event that a Tenant has not paid to the Allotment Association the annual subscription within the period prescribed by the Allotment Association in their Site Rules (which for the avoidance of doubt shall be not less than 30 days after the later of the annual subscription falling due and/or the invoice date, if applicable), the Allotment Association shall be entitled to treat this an indication that the Tenant does not wish to renew his/her Allotment Tenancy, and that the Allotment Plot can be re-allocated accordingly.

- c. Following a defined timescale prescribed by an Allotment Association in their Site Rules the Tenant shall be entitled to enter upon an Allotment Plot and remove all items, buildings and erections and make the Allotment Plot available for re-letting to another person.
- d. If all items, buildings and erections are not removed from an Allotment Plot within this defined timescale which may be prescribed by an Allotment Association in their Site Rules, the Allotment Association may carry out the necessary works itself, and may seek to recover the costs from the Tenant. No further intimation of this will be given to a Tenant. Any of the Tenant's belongings remaining on the land after the period of defined period has elapsed, will be removed by the Allotment Association, although a Tenant will be given an opportunity to retrieve them, at their own cost.
- e. Changes to circumstances that affect a Tenant's ability to pay the annual subscription under the Allotment Tenancy should be advised in writing to the Secretary as soon as possible. The Allotment Association committee will review the specific circumstances of the Tenant prior to making a decision on their Tenancy Agreement.
- f. Annual subscriptions and other charges imposed by the Allotment Association for services it provides to Tenants on Allotment Sites are subject to annual review by the Management Committee. The Allotment Association will advise Tenants in writing of any increase following the annual general meeting or meeting of the Management Committee. For the avoidance of doubt, these services to Tenants may include but are not limited to site improvements, recycling and waste service, utilities and general repairs.
- g. For Allotment Plots in secured sites, a key may be issued to the Tenant upon payment of a refundable deposit by the Tenant to the Allotment Association.

3. Allotment Plot Management

- a. All Tenants shall be responsible for keeping their Allotment Plot in a clean and tidy condition at all times of the year to at least the standard outlined in the Site Rules, of which the Allotment Association shall be the sole judge. Allotment Sites will be inspected regularly by the Allotment Association.
- b. An Allotment Plot shall be used for the sole purpose of growing vegetables, fruit and other produce and the growing of flowers and Tenants shall be entitled to sell this produce (other than with a view to making a profit). An Allotment Association may prescribe in their Site Rules a minimum proportion of each individual Allotment Plot which should be used for growing purposes.
- c. All Tenants shall be responsible for ensuring that weed growth is controlled and their Allotment Plots are cultivated prior to the growing season, all to at least a standard outlined in the Allotment Association's Site Rules.
- d. A Tenant shall be responsible for keeping the boundaries and paths adjacent to his/her Allotment Plot in a clean and tidy condition. Where a path is adjacent to two Allotment Plots, the respective Tenants shall come to an agreement as to how it is to be kept clear of weeds and any obstructions, failing which the Allotment Association shall direct the Tenants as to how this should be done.
- e. A Tenant shall not allow trees on the Allotment Plot, with the exception of fruit trees which must be maintained within their Allotment Plot and which shall not grow into or cause shade to be cast on neighbouring allotment plots. Fruit bushes are permitted to be grown. Allotment Associations shall be entitled in their Site Rules to prescribe exceptions to the general prohibition on growing trees contained in these Regulations.
- f. A Tenant shall be responsible for ensuring that appropriate pest and disease control measures are carried out on their Allotment Plot in accordance with the Site Rules.

- g. A Tenant must not allow his/her Allotment Plot to be used for storage of any material deemed unsuitable by the Allotment Association and prescribed as such in their Site Rules (which for the avoidance of doubt shall include glass, timber and refuse).
- h. A Tenant shall not do, or allow any other person to do, anything to adversely affect other Allotment Plots including, but not limited to, causing spray damage, fertiliser run off, spreading/seeding weeds or any other activity that may cause damage and/or nuisance to other Tenants.
- i. Any person using any of the facilities in any Allotment Site shall be held to have satisfied themselves as to the condition of the facilities and as to their suitability thereof for their purposes. The Council shall not be held responsible for any accident or injury to any person or any loss incurred arising from the use of the facilities however such accident, injury or loss may be caused. Any person using the facilities must indemnify the Council for any damage, loss or costs arising as a result of their use of the facilities.
- j. Tenants are encouraged to practise good housekeeping and sustainable practices, for example composting green waste on their Allotment Plot, the use of water butts for collecting water and responsible disposal of waste material.
- k. Where waste disposal facilities are provided, these are strictly for recyclable green garden waste only. Tenants are responsible for removal of all other waste lawfully from their Allotment Plot by the following methods:
 - i. Suitable vegetable/green waste shall be composted within the Allotment Plot.
 - ii. Other green waste should be disposed in green waste facility (if provided).
 - iii. If a waste facility is not provided, waste must be removed from Allotment Site by the Tenant.
- iv. If no waste facility or service is provided, all non-compostable waste material must be removed from Allotment Site by the Tenant.
- v. Any breach of these conditions may be deemed as fly tipping and may result in the termination of a Tenant's Allotment Tenancy. This is in addition to any other legal remedy which may be available.
- l. Small scale burning rules shall be prescribed by the Allotment Association in their Site Rules in accordance with air pollution legislation.
- m. To increase sustainability and keep charges manageable, Tenants are encouraged to harvest water within their Allotment Plots to supplement mains water provision where provided. Tenants are not permitted to install additional water taps on an Allotment Site.
- n. Where no mains water is provided, Tenants must harvest water within their Allotment Plot.

4. Structures and Property

- a. No greenhouse, polytunnel, shed or storage hut shall be erected within an Allotment Site without the prior written consent of the Allotment Association. For the avoidance of the doubt, it shall be the responsibility of the Tenant to obtain all necessary statutory consents for their greenhouse, polytunnel, shed or storage hut.
- b. Tenants are solely responsible for the safety and maintenance of any structure as well as boundary fences on their Allotment Plots. The nature, materials and dimensions of acceptable plot boundary features may be prescribed by the Allotment Association in their Site Rules.
- c. When any structure is to be removed or demolished, Tenants shall ensure that all waste materials are removed from their Allotment Plot and disposed of lawfully. Tenants are encouraged to dispose of any waste materials responsibly.

- d. The Allotment Association shall prescribe in their Site Rules the maximum proportion of the Allotment Plot that shall be used for non-growing structures such as sheds, seating and storage.
- e. The Tenant shall indemnify the Council against all claims and liabilities which may be made against the Council arising directly or indirectly from any breach or non-performance by the Tenant of his/her obligations under these Regulations, or from any act or omission or negligence of the Tenant or any person acting expressly or impliedly with the consent or authority of the Tenant in relation to the Allotment Plot or so arising from the presence of any of the Tenant's property. For the avoidance of doubt this includes the expenses of any proceedings arising therefrom.
- f. The Council and its employees will not accept responsibility for any claims, loss or damage arising from the Tenants use of the Allotment Site, except insofar as provided for by statute.
- g. Tenants are responsible for the removal of any structures as requested by the Council following the end of the lease and for making good, to the Council's satisfaction, all damage caused thereby. Failure to do so may result in charges being levied against the Tenant to cover the reasonably incurred costs by the Council in removing and disposing of the structures, and making good as aforesaid.

5. Livestock

- a. Allotment Associations shall prescribe in their Site Rules the rules regarding Tenants bringing dogs on to Allotment Sites.
- b. Tenants are responsible for safe disposal of any dog waste and for making good to the Council's satisfaction any damage caused by said dogs brought on to the Allotment Site or permitted to be on the site by a visitor accompanying the Tenant.
- c. Tenants shall not keep animals and/or poultry on any Allotment Site overnight nor permit the same on any part of the Allotment Site.
- d. No Livestock shall be permitted on the Allotment Site.
- e. The Council has determined that bees do not fall within the definition of livestock, so beekeeping arrangements for an Allotment Site will be determined by the Allotment Association. Any Tenant who does keep bees on an Allotment Site shall be responsible for ensuring that no harm is caused thereby to the other Tenants, visitors to the Allotment Site, or any other person whatsoever. The Council shall not be held responsible for any accident or injury to, or the death of any person or any loss incurred arising from the keeping of bees as aforesaid. Any person keeping bees on an Allotment Site must indemnify the Council for any damage, loss or costs arising as a result thereof. Further, appropriate and adequate warning signs must be prominently displayed to ensure that all persons are made aware of the presence of bees on the Allotment Site.

6. Security and Maintenance

- a. All Tenants share responsibility for security of an allotment site at all times and shall enter and leave the Allotment Site only through the authorised boundary gates. Children under the age of sixteen years and Protected Adults must be supervised by an appropriate adult at all times within the Allotment Site.
- b. Subject to any Allotment Site specific access arrangements, boundary gates shall be padlocked at all times and securely locked by Tenants entering and exiting an Allotment Site.
- c. A Tenant is solely responsible for the security of any greenhouse, shed or other structure erected on his/her Allotment Plot.

- d. Tenants shall not enter other Allotment Plots, whether let or un-let, and remove any item or materials from such plots.
- e. Issues relating to any defects in general site maintenance shall be reported to the Allotment Association where appropriate.

7. Monitoring, Plot Improvement and Termination

- a. The Allotment Association shall be entitled to carry out general inspections or (at their discretion) inspections of specific plots. The purpose of these inspections shall be to assess whether sufficient progress is being made to reach and maintain specific cultivation and maintenance standards as well as noting any non-performance of rules and regulations.
- b. Tenants who consistently fail to meet the required standards will receive a first warning letter requiring that issues are rectified within a specified period determined by the Allotment Association (such period being at least 14 days) . If the issue is not rectified within the specific period, the Allotment Association shall issue a final warning letter requiring that the Tenant rectifies the issues within 14 days. Failure to rectify issues to the satisfaction of the Allotment Association may result in the Allotment Tenancy being terminated in accordance with these Regulations.
- c. Tenants who have failed to complete with a final warning will be notified in writing that their tenancy has been terminated and should vacate their plot and return their keys to the Secretary within 14 days.
- d. Tenants shall be entitled to appeal against a termination of their Allotment Tenancy in writing to the Allotment Association within 7 days of the termination letter providing reasons for their failure to comply with the final warning letter. A decision on the appeal will be made by the Allotment Association within 21 days of the submission of the appeal. The Allotment Association shall be entitled to extend the period for a decision by agreement with the Tenant.
- e. Issues related to gross misconduct by a Tenant such as theft or inappropriate behaviour should be referred to the Allotment Association as soon as possible. The Allotment Association will investigate all reports of gross misconduct and reserve the right to terminate the Allotment Tenancy on this basis.
- f. In the event of any dispute regarding the interpretation and application of these Regulations, the matter shall be referred to such of The Renfrewshire Council's Officers, or such other person, as may be nominated for this purpose from time to time. The Council shall have regard to the 2015 Act and any regulations and guidance made under it in arriving at its decision.

FOR AND ON BEHALF OF THE RENFREWSHIRE COUNCIL

..... (Proper Officer of the Renfrewshire Council)

..... (Print Full Name)

..... (Witness)

..... (Print Witness' Full Name)

..... (Witness' Address)

.....

..... (at)



To: Infrastructure Land & Environment Board

On: 18 March 2020

Report by: Director of Environment & Infrastructure

Heading: Former Brownside Farm, Caplethill Road, Paisley

1. Summary

- 1.1 The purpose of this report is to seek approval to declare the former farm, associated buildings and land at the former Brownside Farm, Paisley as surplus to operational requirements and to instruct the marketing for sale of the buildings and site.
 - 1.2 The buildings sit within the former Brownside Farm site at Caplethill Road, Paisley, as per the attached plan Appendix 1.
-

2. Recommendations

- 2.1 It is recommended that the Infrastructure Land & Environment Board declares that the buildings and site, as indicated within Appendix 1 of this report, surplus to operational requirements to enable the marketing for sale of both the buildings and site.
 - 2.2 Request the Head of Property Services to market the property as available for sale on the open market.
-

3. **Background**

- 3.1 The site at Brownside Farm (approximately 0.46 hectares) is situated on the eastern edge of the Gleniffer Braes Country Park to the South East of Paisley. There has previously been interest expressed in this property from third parties looking for a renovation project in a rural setting.
- 3.2 The buildings on the former Brownside Farm site are a house and variety of farm type buildings, which have been empty for some time. The buildings are deteriorating in condition. There is no operational requirement to retain these buildings.

4. **Next Steps**

- 4.1 Following the buildings and site being declared surplus, the property will be marketed for sale.

Implications of the Report

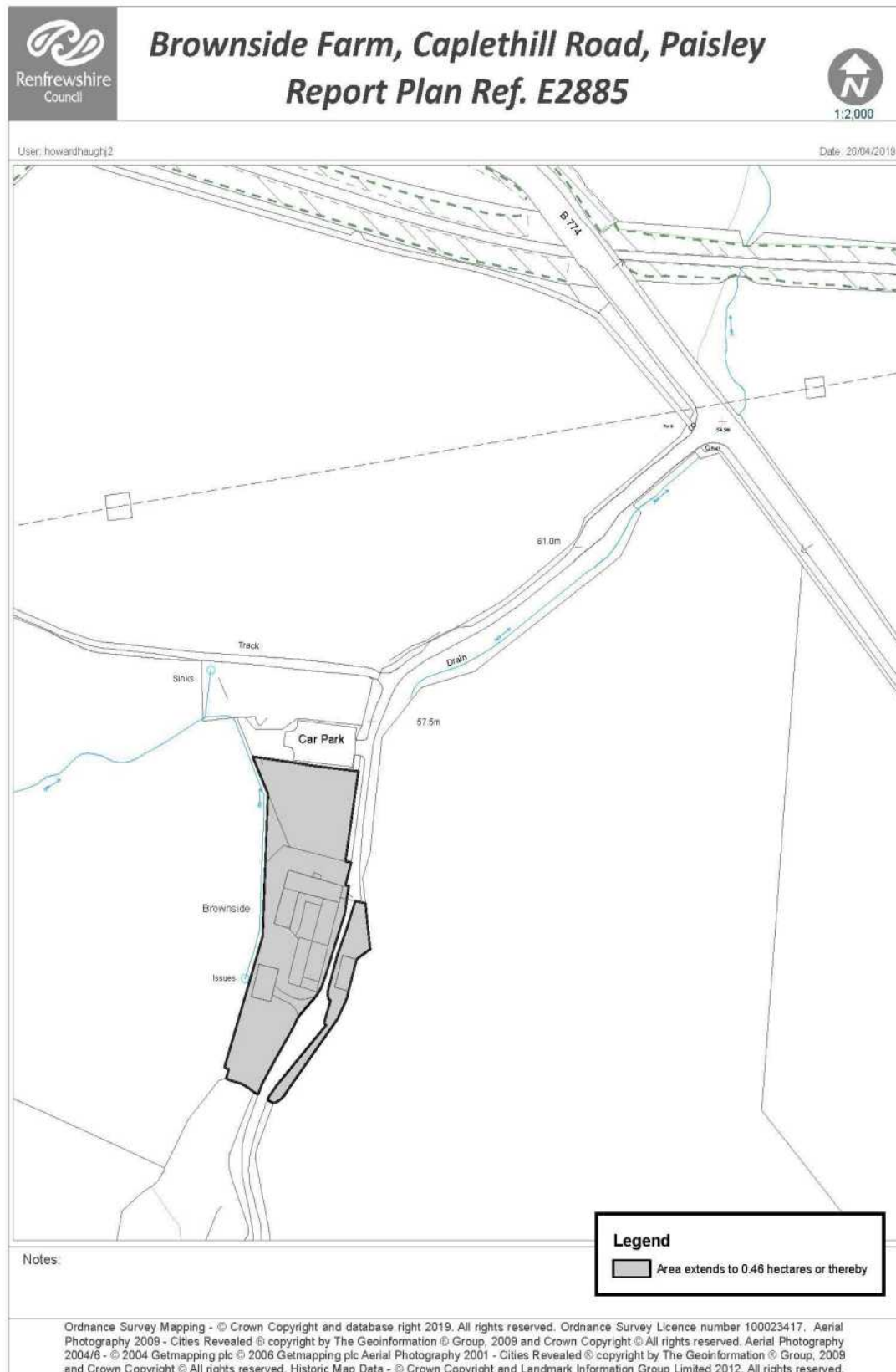
- 1. **Financial** – None
- 2. **HR & Organisational Development** – None
- 3. **Community Planning** – None
- 4. **Legal** – The titles have been checked and there is no impediment which would prevent the Council from seeking to dispose of the Asset, subject to agreement on the boundary extent, and appropriate terms and conditions.
- 5. **Property/Assets** – The availability of the property will be advertised via on site advertising, the Council's website and host property web sites.
- 6. **Information Technology** – None
- 7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because 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

Author: Gavin Hutton, Head of Operations and Infrastructure

Date: 13/03/2020





To: Infrastructure, Land and Environment Policy Board

On: 18 March 2020

Report by: Director of Finance and Resources

Heading: Proposed Disposal of Kelvin House, Forbes Place and Marshall's Lane, Paisley

1. Summary

- 1.1 This Report advises the Board on the offer received following marketing of the site and buildings at Kelvin House, Forbes Place and Marshalls Lane, Paisley, shown on the attached plan.
-

2. Recommendations

It is recommended that the Board:

- 2.1 Authorise the Director of Finance and Resources to accept the offer for the land and buildings, in the best financial and other interests of the Council, and subject to any other terms and conditions as are considered necessary by the Head of Property and the Head of Corporate Governance to protect the interests of the Council.
- 2.2 Note that the subjects will be remarketed if a suitable bargain cannot be concluded with the preferred offeror.
-

3. Background

- 3.1 Kelvin House was declared surplus to requirements by the Community and Family Care Policy Board at its meeting on 4 November 2008. Formerly occupied by the Social Work Paisley Area Team, the property was vacated in late 2009 and was marketed for sale.
- 3.2 The Premises lay vacant for several years and were eventually sold in 2016, subject to a development program with the preferred purchaser for the development of a hotel and associated uses. This sale however proved abortive. As part of the protection arrangements in favour of Renfrewshire Council, included in the sale missives, the Council reserved the right to resume ownership if the development did not proceed or meet agreed targets. The property reverted into Council ownership in October 2018.
- 3.2 Following renewed interest from the market, the property was brought back to the market through advertisement on the Council's website and bulk emailing to interested parties on 25th July 2019. Thereafter, adverts were placed with the Glasgow Herald and Paisley Daily Express, together with the installation of an on-site Marketing Board, and latterly a further national advert in the Estates Gazette and their online service. There was throughout the marketing period numerous and sustained interests. Accordingly, a closing date was set for Wednesday 11th December 2019.

4. Comment on Offers Received

- 4.1 By the closing date, only one offer had been received by the Head of Property from an adjoining developer Nixon Blue, who had acquired the adjacent former Garage nightclub.
- 4.2 A copy of the offer was passed to the Head of Corporate Governance who advises that there are no conditions therein which after some adjustment, could not lead to the successful conclusion of missives.
- 4.3 A copy of the offer received was passed to the Head of Planning and Housing Services, who advises that the offer could be considered for progression of development on the site, subject to pre-application consultation with the Development Management section with perhaps some revision/re-design to provide an acceptable proposal.
- 4.4 The offer received is for redevelopment of the premises and site for primarily residential purposes with 37 flatted units and one commercial space, together with car parking facilities. The properties on Forbes Place will be retained and refurbished, but the proposal will include some limited demolition of Kelvin House and the Depot/Storage Shed both on Marshall's Lane (both shown on the attached plan), for replacement with new build development. This is generally supported as a suitable development solution by the Head of Property. The offer price is £260,000.

- 4.5 The offer is conditional upon the developer being satisfied on obtaining the necessary statutory planning, listed building and demolition consents, etc.
 - 4.6 In seeking to protect its interests in ensuring early progression of a redevelopment, the Council will also install conditions in the missives for reaching development milestones, particularly for the planning application, which should be made by end of October 2020 (with any reasonable delay only by agreement), with additional longstop dates for the completion of the grant of planning, demolition and other consents.
 - 4.7 The Head of Corporate Governance and the Head of Property will seek to include such other arrangements as are necessary to protect the Council's interest in concluding a sale with the offeror.
-

Implications of the Report

1. **Financial** – Capital receipt will be received in due course.
2. **HR & Organisational Development** – none.
3. **Community Planning** – Our Renfrewshire is thriving – town centre regeneration and further reintroduction of residential to those spaces.
4. **Legal** – requirement to complete legal missives of sale.
5. **Property/Assets** – the disposal of the premises which represent and ongoing financial and repairing liability to the Council and the completion of a long-term goals for the regeneration of this property.
6. **Information Technology** – none.
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because no groups or individuals have any involvement currently at the property. 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** – there is a risk that the development may not proceed as proposed for reasons which cannot be foreseen at present.

11. **Privacy Impact** – none.
 12. **Cosla Policy Position** – none
 13. **Climate Risk** – none.
-

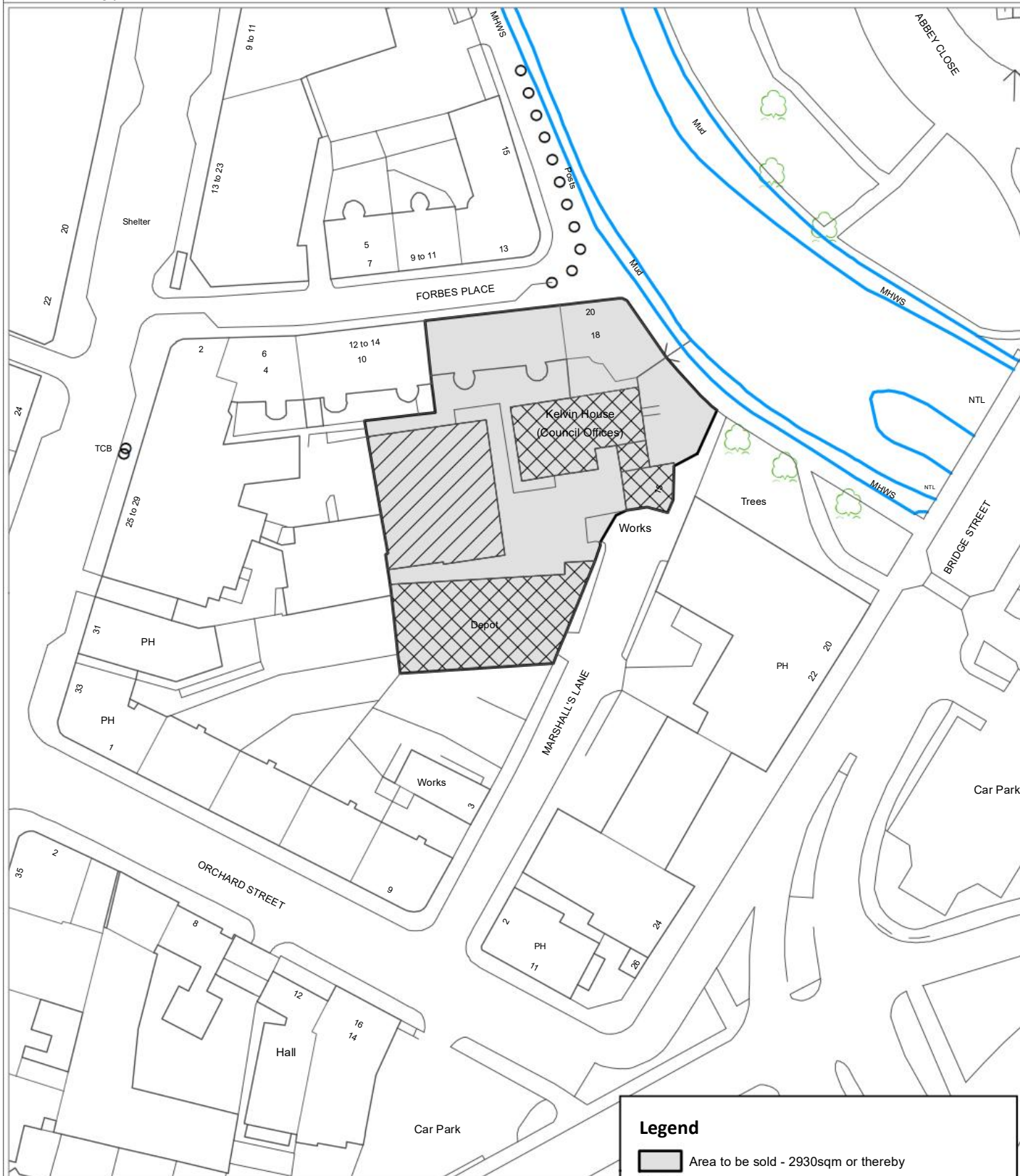
List of Background Papers

- (a) Background Paper 1 – Report to the Community and Family Care Policy Board which met on 4th November 2008 entitled “Interim Relocation of Paisley Area Team”.
 - (b) The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Joe Lynch, Head of Property, tel: 0141 618 6159 email – joe.lynch@renfrewshire.gov.uk
-

Author: John Mitchell, Senior Asset and Estates Surveyor, tel. 07534 008 237, email john,mitchell@renfrewshire.gov.uk

User: howardhaughj2

Date: 07/02/2020



Notes:



To: Infrastructure, Land & Environment Policy Board

On: 18 March 2020

Report by: Director of Finance & Resources

Heading: 168 Braehead Road, Paisley

1. Summary

- 1.1 This report advises the Board on the provisional terms and conditions agreed for a new lease of the property at 168 Braehead Road, Paisley.

2. Recommendations

It is recommended that the Board -

- 2.1 Grant authority to the Head of Property and the Head of Corporate Governance to conclude a new lease of the shop property at 168 Braehead Road, Paisley on the terms and conditions contained in this report.
-

3. Background

- 3.1 Mr Mohammed Ramzan, has been a tenant of the shop property at 168 Braehead Road, Paisley since 2 February 2020. He was granted an initial 10 months lease following reaching an agreement with the Council's former tenant to take over the tenancy. He trades as a Licensed grocer and newsagent. The current annual rental, which was agreed in February 2020, is £13,800. Mr Ramzan intends to undertake a significant investment to the property therefore he has requested a new longer-term lease to provide him with more security of tenure, rather than the short-term tenancy in place.
- 3.2 Discussions have taken place with Mr Ramzan, and the following main terms and conditions of lease have been provisionally agreed;

4. **Proposed terms and conditions of lease;**

- 4.1. The existing lease shall be renounced at a mutually agreed date to correspond with the date of entry in the new lease.
 - 4.2 The lease shall be for a period of 10 years and shall be on the Council's standard Full Repairing and Insuring style of lease.
 - 4.3 The initial annual rent shall be £13,800 and shall be reviewed on the 5th anniversary.
 - 4.4 The premises shall continue to be used as a Licensed grocer and newsagent.
 - 4.5 The tenant shall be responsible for meeting the Council's reasonable legal and professional expenses incurred in concluding the new lease.
 - 4.6 Any other reasonable terms and conditions considered necessary to protect the Council's interest.
-

Implications of the Report

1. **Financial** – Annual rent of £13,800 to be received.

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

3. **Community Planning**

Our Renfrewshire is thriving – New lease will provide tenant with more security.

4. **Legal** – New lease of property required.

5. **Property/Assets** – As per this report.

6. **Information Technology** – None.

7. **Equality & Human Rights**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because no groups or individuals have any involvement currently at the property. 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** – Not applicable.
 10. **Risk** – None.
 11. **Privacy Impact** – Not applicable.
 12. **Cosla Policy Position** – Not applicable.
 13. **Climate Risk** – None.
-

List of Background Papers

- (a) Background Paper 1 – None.
-

Author: Andrew Smith – 07534 154048 andrew.smith@renfrewshire.gov.uk

User: howardhaughj2

Date: 03/02/2020



Notes:



To: Infrastructure, Land & Environment Policy Board

On: 18 March 2020

Report by: Director of Finance & Resources

Heading: 8 Blackford Road, Paisley

1. Summary

- 1.1 This report advises the Board on the provisional terms and conditions agreed for a new lease of the property at 8 Blackford Road, Paisley.

2. Recommendations

It is recommended that the Board -

- 2.1 Grant authority to the Head of Property and the Head of Corporate Governance to conclude a new lease of the shop property at 8 Blackford Road, Paisley on the terms and conditions contained in this report.
-

3. Background

- 3.1 Mr Abdul Ghaffar has been a tenant of the shop property at 8 Blackford Road, Paisley since September 2011. He trades as a grocer and newsagent, and pays a current annual rental of £12,000, which is considered the full rental value. The existing lease expires in September 2020, and to ensure that he retains security of tenure, Mr Ghaffar has requested a new lease.
- 3.2 Discussions have taken place with Mr Ghaffar, and the following main terms and conditions of lease have been provisionally agreed;

4. **Proposed terms and conditions of lease;**
 - 4.1. The existing lease shall be renounced at a mutually agreed date to correspond with the date of entry in the new lease.
 - 4.2. The lease shall be for a period of 10 years and shall be on the Council's standard Full Repairing and Insuring style of lease.
 - 4.3. The initial annual rent shall be £12,000 and shall be reviewed on the 5th anniversary.
 - 4.4. The premises shall continue to be used as a grocer and newsagent.
 - 4.5. The tenant shall be responsible for meeting the Council's reasonable legal and professional expenses incurred in concluding the new lease.
 - 4.6. Any other reasonable terms and conditions considered necessary to protect the Council's interest.
-

Implications of the Report

1. **Financial** – Annual rent of £12,000 to be received.
2. **HR & Organisational Development** – None.
3. **Community Planning**
Our Renfrewshire is thriving – New lease will provide tenant with continued security.
4. **Legal** – New lease of property required.
5. **Property/Assets** – As per this report.
6. **Information Technology** – None.
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because no groups or individuals have any involvement currently at the property. 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** – Not applicable.
 10. **Risk** – None.
 11. **Privacy Impact** – Not applicable.
 12. **Cosla Policy Position** – Not applicable.
 13. **Climate Risk** – None
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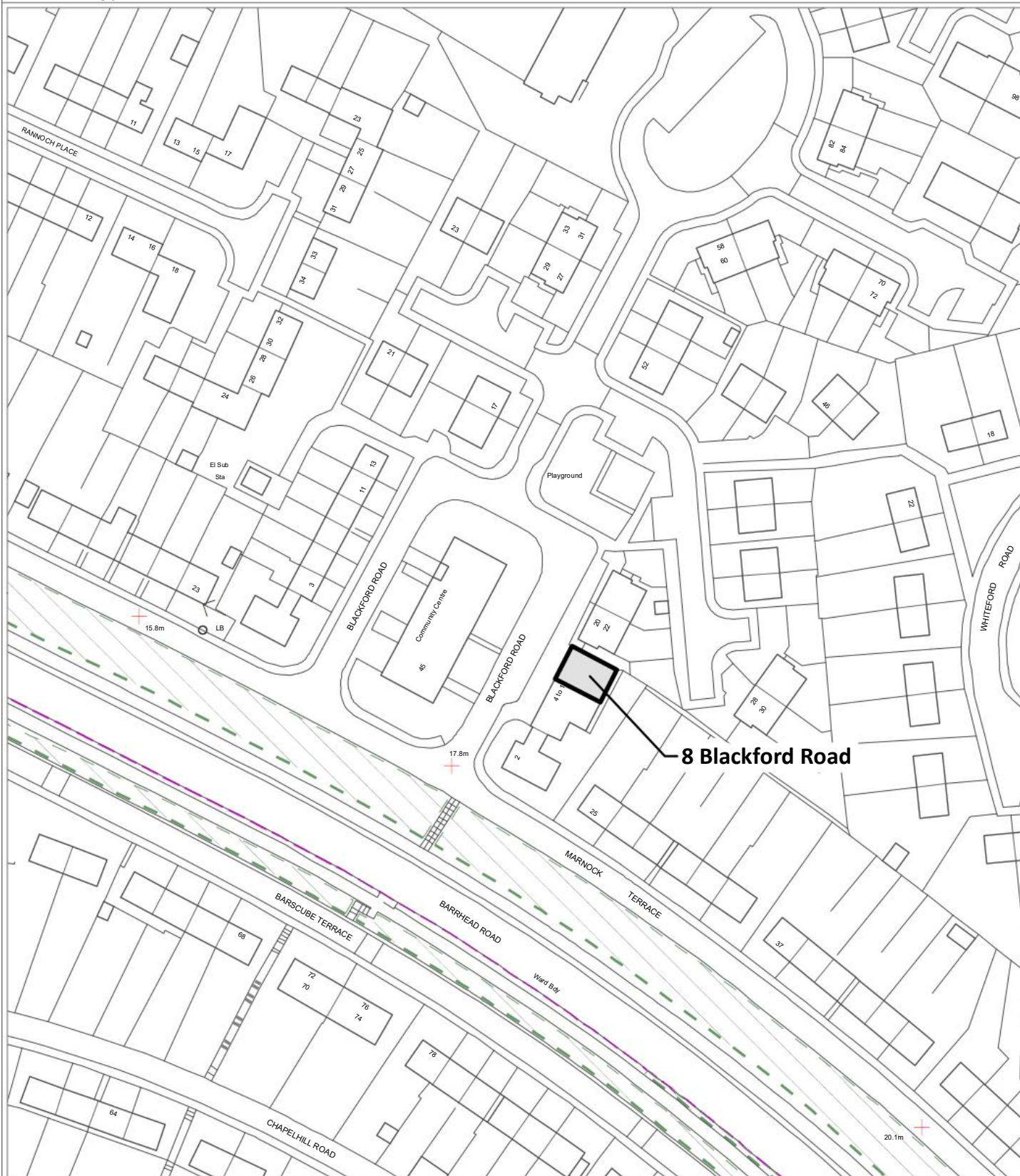
List of Background Papers

- (a) Background Paper 1 – None.
-

Author: Andrew Smith – 07534 154048 andrew.smith@renfrewshire.gov.uk

User: howardhaughj2

Date: 18/02/2020



Notes: