



To: ENVIRONMENT POLICY BOARD

On: 13 MAY 2015

Report by: DIRECTOR OF COMMUNITY RESOURCES

**Heading: COMMUNITY RESOURCES SERVICE IMPROVEMENT PLAN
2014/15 to 2016/17 OUTTURN REPORT TO 31 MARCH 2015**

1. Summary

- 1.1 The Service Improvement Plan provides a comprehensive statement of what the service aims to achieve over the next three years. It takes account of the themes, actions, outcomes and targets set out in the Council Plan, Community Plan and Single Outcome Agreement. It sets out what the service will do over the next three years, based on the resources likely to be available and it details the specific actions which will be taken to contribute to the implementation of the council's priorities.
- 1.2 Implementation of the Service Improvement Plan is monitored and reported to the Environment Policy Board on a six monthly basis to allow the Board to review progress. We previously provided a progress report to the Board on the 2014/15 to 2016/17 Service Improvement Plan in November 2014. The report currently before the Board contains an update of progress that has been achieved with our action plan tasks up to the end of March 2015.
- 1.3 The major factors that this service plan is responding to are the challenging financial environment and public sector reform which will require to be driven locally as well as responding to the national agenda. Despite these challenges, the service has continued to make the best possible use of its resources and consequently, there are significant achievements to report over this period.

- 1.4 The Council agreed a new Community Plan and a new Council Business Plan in 2013 which set out the outcomes the council wants to achieve over the coming years. The Service Improvement Plan for 2014/15 to 2016/17 was aligned to the new priorities set out in these documents.
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2. Recommendations

- 2.1 It is recommended that the Environment Policy Board
- notes the progress that has been made with implementation of the 2014/15 to 2016/17 Service Improvement Plan actions and performance indicators; and
 - agrees to review progress on the 2015/16 to 2017/18 Service Improvement plan in November 2015.
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3. Background

- 3.1 One of the purposes of Service Improvement Plan is to enable elected members to take stock of what is happening in the service and to consider and develop policy options which reflect changing circumstances, both in terms of customer needs and resource availability, in the context of the council's priorities and the need to deliver Best Value.
- 3.2. The Service Improvement Plan is part of the process of cascading the council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans. Service Improvement Plans link council and community planning priorities to individual development plans, so that every employee knows how they help contribute to the council achieving its objectives.
- 3.3. The action plan lies at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the outcomes and measures against which progress can be assessed.
- 3.4. Along with other public sector organisations, the Council is operating within a challenging financial environment. The economic downturn and the need to make savings over the medium term mean that the council is facing a difficult financial outlook. However, in spite of this, the service continues to make the

best possible use of its resources.

- 3.5. Appendix 1 to this report provides a summary of progress achieved on the Community Resources Service Improvement Plan Action Plan to the end of March 2015. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.
 - 3.6. Appendix 2 to this report details the performance on Community Resources' strategic performance indicators.
 - 3.7. The service improvement planning process is a key part of our Public Performance Reporting framework with additional public performance reports produced and further information available on our council web pages.
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4. Summary of main achievements

- 4.1 The key achievements of Community Resources for the year to 31 March 2015 are highlighted below. Full details of the progress in terms of implementing the actions outlined in the Community Resources Service Improvement Plan are detailed in Appendix 1 to this report.
 - (i) Progressing the Better Council Change Programme proposals to support delivery of revenue savings and changes to the ways in which the Council's people, assets, processes, technology and information work together to create a sustainable organisational design. This includes: the review of facilities management, hard and soft FM; catering; transportation, fleet and roads infrastructure; and rationalisation of depots.
 - (ii) Successful delivery of the roads' capital programme to improve road conditions across Renfrewshire.
 - (iii) Addressing the legislative issue which impacted on the Clyde Valley Residual Waste Solution initiative with partner authorities to ensure progress continues to be achieved.
 - (iv) Implementing the service review changes and savings agreed by the Council in February 2013 and February 2014 and through the Better Council Change Programme agreed by the Council in October 2014 and Leadership Board in December 2014.
 - (v) Holding a successful showcase event at Paisley Town Hall 'Your Home, Your Street, Our Community'.
 - (vi) Implementing revised service provision of the Renfrewshire Wardens' Service following service redesign, to further strengthen operational

performance of all community safety and associated wardens' activities.

- (vii) Providing operational support for events in Renfrewshire including: Armed Forces Day; Sma' Shot Day; the Queen's Baton Relay; World War One commemoration; Christmas Lights switch-ons; and the Monte Carlo Rally.
- (viii) Contributing to the joint working in supporting the Glasgow and Clyde Valley City Deal to the £1.3bn Glasgow and Clyde Valley Infrastructure Fund.
- (ix) Securing funding from Zero Waste Scotland for food waste infrastructure for 3,400 households in Erskine and have rolled out food waste collections in the area.
- (x) Supporting the Renfrewshire Tackling Poverty Commission.
- (xi) Supporting regeneration in our town centres through improved co-ordination of waste, streetscene, community safety, enforcement and roads and transport infrastructure.
- (xii) Supporting the Council's Early Years Strategy through the provision of free school meals during holiday periods.
- (xiii) Providing free school meals to all P1-P3 pupils across Renfrewshire as part of the national policy.
- (xiv) Holding a recognition and awards event for Community Resources employees in June 2014.
- (xv) Renfrewshire's Community Safety educational initiative 'The SafeKids, Firereach and Youth Offending Project' won the Community Risk Category at the National Risk Management Awards in June 2014 and was runner up in the 'Best Public Partnership Working Initiative' category at the 2014 UK national APSE Awards.
- (xvi) Progressing the development of an Outcome Business Case for the replacement of street lights with LEDs which will lead to more efficient power consumption, reducing costs and carbon emissions
- (xvii) Establishing the centralisation of the Council's vehicle fleet with the responsibility of Community Resources.
- (xviii) Completion of the capital works in respect of the £1.1m Big Lottery grant funded upgrade and redevelopment of Knockhill Park.
- (xix) Progressing the Council's future waste strategy to meet Scotland's Zero Waste targets including progressing the Clyde Valley shared services work stream for the procurement of a residual waste treatment and disposal solution. The service commencement date remains on track for December 2019.
- (xx) Managing the three trading operations of Roads Maintenance, Catering and Vehicle Maintenance and delivering their financial targets and service outcomes.
- (xxi) Progressing the final phase of the Renfrew Flood Prevention Scheme.

- (xxii) The Trusted Trader scheme has now been expanded with East Renfrewshire Council now participating in the scheme under the management of Renfrewshire Council.
 - (xxiii) Participating in the Invest in Renfrewshire scheme and Youth Employability Hub with the aim of creating more job opportunities for Renfrewshire's young people and preparing them for the world of work.
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5. Areas where actions have been reviewed or delayed

5.1 Areas where there has been some slippage from the original target dates are identified below;

- The development of Local and Regional Transport Strategies has been delayed pending the issue of revised guidance by the Scottish Government.
 - Although an improved refuse and recycling service for the residents in Erskine has commenced with all properties now receiving a food waste collection service and approximately 1,200 households provided with blue and grey bins on a managed weekly collection service, a neighbourhood facility and further individual bin options are still being progressed for the remaining 2,200 affected households with completion now scheduled for December 2015.
 - High level asset condition surveys have been undertaken for parks, play areas and cemeteries. More detailed surveys are still to be carried out to inform any outline business case for future investment requirements.
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6. Progress against service scorecard

6.1 The Community Resources key performance indicators are detailed in Appendix 2. Some indicators to highlight are detailed below;

- For the third consecutive year, we have maintained the maximum Green Zero score from DVSA for both vehicle roadworthiness and traffic enforcement.
- The percentage of repairs for traffic light failures completed within the 48 hours timescale is at 97% against a target of 95%
- The percentage of adults agreeing that Renfrewshire is a safe place to live has increased significantly to 80% which is well above the target set of 44%.

- There has been a significant reduction in the number of incidents of anti-social behaviour reported to Renfrewshire Council community Safety Service from 2,704 in 2013/14 to 1,887 in 2014/15.
 - During 2014/15, 62.4% of street lighting repairs were carried out within the 7 day timescale which is significantly below the target set of 95%. This dip in performance is associated with a change in working practice by the council's contractors.
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Implications of the Report

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

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

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

Empowering our Communities – Community Resources is actively promoting the “Do your bit” strategy with the local community to encourage participation.

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

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

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

4. **Legal** – None.
5. **Property/Assets** – None.

6. **Information Technology** – None.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.

List of Background Papers: None

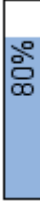
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Community Resources Service Improvement Plan 2014-2017 Action Plan



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

Action Code	Description	Due Date	Status	Progress	Update
01	Promote community involvement to attract additional funding to invest in and improve our parks and play areas	31-Mar-2017			Land Services is working with Friends of Groups at Barshaw Park, Knockhill Park, Maxwellton Park and Ferguslie Gardens to encourage community involvement in the management and maintenance of these assets. Work if also ongoing with Grow in Kilbarchan and other groups to encourage their involvement in the management and maintenance of green spaces.
02	Complete the £1.1m investment and development of Knockhill Park	31-Mar-2016			Capital works started in July 2014, and were completed in November 2014. A Project Co-ordinator was appointed on 31 March 2014 to assist the Friends of Knockhill Park in building community capacity within the Renfrew West Area.
03	Monitor implementation of the Air Quality Action Plan and submit reports to the Scottish Government	30-Apr-2015			Agreement has been reached with the Scottish Government to submit Updating and Screening Assessment Report in August 2015. The Council continues year on year to work towards reducing the emissions from its own vehicle fleet, including the introduction of electric vehicles and charging infrastructure. The Warden Service continues the programme of vehicle emission tests.

Action Code	Description	Due Date	Status	Progress	Update
04	Support town centre regeneration through the co-ordination of waste, StreetScene, community safety, enforcement and roads activities, with partner organisations.	31-Mar-2017			There has been significant activity in the town centre area with improved co-ordination of services ensuring the standard of town centres is maintained, particularly with regard to waste storage and enforcement Support has been provided for coordinated events such as Queens Baton Relay, Sma Shot day, the World War One Centenary, Christmas Lights switch-ons and the Monte Carlo Rally.
05	Support Paisley town centre regeneration through investment in bus infrastructure, opening up High Street and Gilmour Street to traffic as a pilot and developing a parking strategy to support town centre activities.	31-Mar-2017			Good progress has been made on proposals for bus improvements in Gauze Street, Smithhills Street and Weir Street. Physical works will commence during 2015/16. Consent is being sought from Scottish Ministers to proceed with the opening of High Street/Gilmour Street to all traffic in the evening - if agreed, it is planned to proceed with the opening in summer 2015.
06	Provide regulatory and contaminated land support for the remediation works at ROF Bishopston	31-Mar-2017			Progress is on target for reviewing and approval of reports in relation to remediation works. Regular liaison meetings are held with BAES to monitor progress.
07	Partner with SPT and developers to deliver the "fast link" high quality transport service between Renfrew and Glasgow and delivery of the Northern development road in Renfrew	31-Mar-2015			Feasibility studies have identified a preferred route for Fastlink from the new Glasgow South Hospital to Braehead. The Renfrew northern development road will be progressed through the City Deal project.
08	In partnership with SPT examine the network coverage of scheduled bus services and monitor the quality of service	31-Mar-2015			This process has been reviewed at regular liaison meetings.
09	Prepare a Local Transportation Strategy which sets out the council's vision for transport	31-Mar-2015			Scottish Government guidance is awaited to allow the strategy to be developed.
10	Liaise with SPT on the production of the Regional Transport Strategy where it impacts on Renfrewshire	31-Mar-2015			Scottish Government guidance is awaited to allow the strategy to be developed.
11	Support economic regeneration and external companies to improve job creation through better transport networks, road conditions in industrial estates and inward investment locations	31-Mar-2015			A significant capital investment in the roads and pathway infrastructure is progressing. Significant improvements have been delivered on bus corridors through SPT capital programme funding.

Action Code	Description	Due Date	Status	Progress	Update
12	Support advancement of the City Region Infrastructure Fund project through providing advice and technical input to strategic transportation schemes and regeneration areas including the Airport Investment Zone	31-Mar-2017			Good progress is being made on the governance and resourcing of City Deal and implementation plans for the schemes are being developed.
13	Deliver the capital investment plans for the maintenance of roads and footpaths	31-Mar-2017			The capital investment plans for the maintenance of roads and footpaths have been completed for 2014/15.
14	Submit funding bids to SPT and deliver a programme of works which will contribute to addressing strategic transport priorities	31-Mar-2015			SPT capital funding proposals for 2015/16 have been agreed.
15	Further develop the asset management strategy to prioritise roads and footways investment to achieve whole life efficiencies	31-Mar-2015			A full asset management plan with expenditure/outcome projections is being prepared. An Outline Business Case and Detailed Business Case in respect of the replacement of street lights with LEDs are progressing.
16	Conclude a surface access strategy for Glasgow Airport in partnership with the Airport, Glasgow City Council and the Scottish Government	30-Sep-2014			This is being taken forward through City Deal.

1 - A Better Future

02: Improved health, well being and life chances for children and families

Action Code	Description	Due Date	Status	Progress	Update
17	Continue the roll out of the schools catering pilots supported by a communications strategy, a staff training programme and championed by head teachers.	31-Mar-2015			The schools catering service changes continue to be rolled out and developed. A key element of the pilots is ensuring staff have the skills and capabilities to deliver the service and a training programme is now underway to ensure that is the case. All primary schools are now delivering the "Grab and Go" catering model and feedback has, on the whole, been positive. Following discussion with schools work is progressing to reduce packaging within the lunch time service.
18	Make preparation for the implementation of free school meals for all P1 to P3 pupils in Renfrewshire	31-Jan-2015			The national policy of free school meals for all P1 to P3 pupils was successfully implemented as planned in January 2015. Uptake has steadily increased over the first two months of implementation and the service will work toward maximising the uptake of free school meals.
19	Participate in Renfrewshire's Sustainable Food Strategy to tackle food poverty, promote healthy eating and expanding the local food sector	31-Mar-2015			A consultation event on the draft strategy was held during the summer. The event was well attended by partners and community organisations. Feedback from the event was positive and a further short, broader consultation period will be opened to ensure maximum feedback. Formal launch of the strategy is planned thereafter.

1 - A Better Future

03: Reduction in the causes and impact of poverty

Action Code	Description	Due Date	Status	Progress	Update
20	Continue active participation in the Invest in Renfrewshire strategy through graduate internships, modern apprenticeships, TOPS initiative and the Recruit programme.	31-Mar-2015		100%	Community Resources has worked extensively with the Invest in Renfrewshire team and, in particular, over the past two years including providing opportunities to 15 Graduate interns, 12 TOPs placements and over 40 jobs created through employment initiatives (Food Waste and Environmental Improvements)
21	Support the implementation of the Council's Early Years Strategy, through the provisions of free school meals during designated holiday periods	31-Mar-2015		100%	Community Resources continues to support the Early Years Strategy with the provision of meals during holiday periods.

1 - A Better Future

04: A safer and stronger Renfrewshire

Action Code	Description	Due Date	Status	Progress	Update
22	Implement a final phase of Renfrew Flood Prevention Scheme	31-Dec-2015		90%	Work is progressing on the final phase of the scheme and will be completed on schedule.
23	Fulfil the requirements of the Flood Risk Management Act through: 1) Implementing a water course inspection regime 2) Reviewing development against flood risk 3) Approving a Flood Risk Management Plan for the Clyde and Lomond Flood Risk Management Area	31-Mar-2017		60%	Additional staff resources have been identified to progress watercourse maintenance statutory duties. Development is consistently assessed against flood risk. A draft Flood Risk Management Plan and Strategy for the Loch Lomond and Clyde Flood Risk Management public consultation closes on 2 June 2015. Finalised documents will be published in December 2015 on approval of content by the Joint Board of Elected Members.

Action Code	Description	Due Date	Status	Progress	Update
24	Establish a new integrated Community Safety Centre, control room and public CCTV system for Renfrewshire within the District Court building	31-Oct-2014			Upgrading of existing cameras and the preparation work for the construction phase has been completed. Construction work commenced in March 2015.
25	Work with Police Scotland and other partners to address Serious Organised Crime and Counter Terrorism	31-Mar-2017			A new partnership steering group has been established across three Council areas. First meeting has taken place. Terms of Reference have been developed.
26	Continue successful youth diversionary programmes in areas of concern and carry out educational visits to local schools raising awareness of community safety issues	31-Mar-2017			Youth diversionary programmes continue with new initiatives being developed. All school talks for 2014-15 have been completed or are scheduled, providing all P6, P7 & S1 pupils throughout Renfrewshire with a talk on community safety issues. Additionally the Youth Team have carried out bespoke anti-social behaviour talks at several schools where specific issues have been identified by the community or school.
27	Develop a road safety strategy with an annual performance report on road related casualties	31-Dec-2014			The road safety strategy for 2014/15 has been completed. Analysis of accidents (reported by Police Scotland) has been completed and will be reported separately to the Environment Policy Board.
28	Implement an annual programme of schemes to assist pedestrians and cyclists on road safety and to encourage more walking and cycling	31-Mar-2015			The programme of schemes for 'Safer Streets' has been completed.
29	Co-ordinate annual survey of pupils walking and cycling to school	31-Mar-2015			The annual 'hands up' survey has been completed.
30	Implementation of the 'do your bit' strategy to encourage increased participation through community empowerment	31-Mar-2015			40 clean up events have taken place since April 2014, with approx 550 participants. Community Resources has also led a fly tipping prevention initiative in Hillington Industrial Estate in partnership with Zero Waste Scotland, West College Scotland and MEPC.

Action Code	Description	Due Date	Status	Progress	Update
31	Work with Engage Renfrewshire and Renfrewshire Community Forum to improve empowerment and linkage to deliver successful community led projects	31-Mar-2015		100%	Land Services are working with Friends of Groups at Barshaw Park, Knockhill Park, Maxwellton Park and Ferguslie Gardens to encourage community involvement in the management and maintenance of these assets. Community Resources is also working with Grow in Kilbarchan and other groups to encourage their involvement in the management and maintenance of green spaces. Work is ongoing with playpark improvement groups in Lochwinnoch, Inchinnan and Crosslee, to redevelop play facilities in these villages.
1 - A Better Future 05: The environmental impact of waste generation is minimised and carbon emissions are reduced					
Action Code	Description	Due Date	Status	Progress	Update
32	The Clyde Valley Waste Management solution will, by 2021, have a residual waste treatment and disposal facility fully operational to ensure that all waste collected by partner councils is diverted from landfill	31-Mar-2017		80%	The programme was subject to delay during 2014 as a result of the publication, by SEPA, in December 2013, of the revised Thermal Treatment Guidelines. A further set of guidelines were produced in May 2014, and following on from this the partner councils re-engaged with the procurement process and continued the competitive dialogue, unchanged. Bidders have been asked to submit detailed submissions by 25 March 2015. The service commencement date has not changed and remains on track for December 2019.
33	Develop an improved refuse and recycling collection service to residents in the Erskine area to help increase recycling levels	31-Dec-2015		85%	Food waste collection service for the entire Erskine area commenced 16 March 2015. Approximately 1,200 households have been provided with individual blue and grey bins for recycling and residual waste, moving to managed weekly collections from 16 March 2015. A neighbourhood facility and further individual bin options are being developed for the remaining 2,200 households.

Action Code	Description	Due Date	Status	Progress	Update
34	Implement a strategic approach to improving recycling to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle	31-Mar-2015		100%	An initial exercise has been carried out with support from Zero Waste Scotland to determine an holistic approach to future service provision.
35	Make preparations for the expansion of the food waste collection service in January 2016 to commercial premises which produce less than 50kg of food waste per week	31-Jan-2016		85%	Plans are in place for the roll out of the expansion of the food waste collection service to commercial premises ahead of the statutory date of 1 January 2016.
36	Work with Transport Scotland and Energy Savings Trust to identify:- 1)Fuel reduction strategies 2) Funding for alternative vehicle technology	31-Mar-2017		70%	Following the award of £108k to Renfrewshire Community Planning Partnership, 13 electric vehicles have been procured. A further 6 electric vehicle charging points have been installed using a separate £90K grant, further expanding the electric vehicle network in Renfrewshire.
37	Deliver the annual vehicle replacement programme and improve the quality of our vehicle fleet to reduce fuel vehicles where this is the best economic and environmental option	31-Mar-2017		100%	The annual vehicle replacement plan has been completed for the financial year 2014/15.
38	Develop an investment strategy for street lighting (incorporating new European legislation) which reduces power consumption and lighting column maintenance.	31-Mar-2015		100%	An Outline Business Case and Detailed Business Case are being developed for the replacement of street lights with LEDs.

1 - A Better Future

06: The risk of harm to public health is reduced

Action Code	Description	Due Date	Status	Progress	Update
39	Carry out a co-ordinated programme of food sampling	31-Mar-2017			The food sampling programme was carried out on a risk based approach to target the sampling activity at high risk food premises and products. There have been no significant issues with sample results during 2014/15
40	Work with the National Health Service and other partners to review the current Joint Health Protection Plan	31-Mar-2015			The Joint Health Protection Plan is a NHS Greater Glasgow Glasgow and Clyde led initiative. Community Resources will contribute to the review of the plan when NHS GG&C advise that they are conducting the review.

1 - A Better Future

07: Consumers are protected through improved fair trading practices and the level of intellectual property crime is reduced

Action Code	Description	Due Date	Status	Progress	Update
41	Ensure traders comply with the additional duties from the Tobacco and Primary Medical Services (Scotland) Act 2010	31-Mar-2015			In preparation for the expansion of the display ban in April 2015, small retailers are being provided with support, to ensure they comply with the new requirements.
42	Expand the current Underage Sales Strategy to other age related products to reduce the incidence of anti social behaviour in our communities	31-Mar-2015			Test-purchasing of tobacco is now undertaken on an intelligence-led basis due to previous success in driving down failure rates.
43	Work in partnership with Police Scotland and Adult Protection to offer support to known scams victims, referred by the National Scams Centre	31-Mar-2015			Partnership working, to provide support and advice to suspected scam victims identified in Renfrewshire, has now been completed. Reports have been provided to the Adult Protection Committee.

Action Code	Description	Due Date	Status	Progress	Update
44	Continue to further expand and promote Renfrewshire's Trusted Trader Scheme within the business community, including provisions of the service to neighbouring local authority areas	31-Mar-2015		100%	The Trusted Trader scheme is now successfully established in East Renfrewshire with an increase in trader memberships. Web hits have doubled since the inception of the scheme in East Renfrewshire.

2 - A Better Council

08: A sustainable council

Action Code	Description	Due Date	Status	Progress	Update
45	Establish a Council-wide transport service through the centralisation of the Council fleet	31-Mar-2015		100%	The Council fleet is now fully centralised, following the integration of the Building Services' fleet vehicles.
46	Conclude the shared service business case with East Renfrewshire and Inverclyde	30-Jun-2014		100%	The discussions relating to the shared service business case have been concluded.
47	Deliver the financial efficiencies agreed by the Council in February 2014	31-Mar-2017		90%	Service changes and other efficiency proposals are being implemented, and are currently on target to achieve agreed cost reductions.
48	Managing the three trading operations of Roads Services, Catering and Vehicle Maintenance and achieve the financial and operational targets	31-Mar-2017		100%	Reports on the trading operations are submitted to each cycle of the Environment Policy Board. The 3 trading operations have achieved their financial and operational targets for 2014/15.

2 - A Better Council

09: Strategic Change Management

Action Code	Description	Due Date	Status	Progress	Update
49	Deliver the Better Council programme of modernisation and reform	31-Mar-2017			A number of reviews have been identified and early work has been completed to identify service changes and identify budget savings opportunities, and timescales for implementation. A strategic change board monitors and manages the progress of each review taken forward.

2 - A Better Council

10: Excellent Customer Service

Action Code	Description	Due Date	Status	Progress	Update
50	Continue to consult our customers and use feedback to influence how services are configured and delivered	31-Mar-2017			The consultations undertaken in 2014 include Erskine sack collection service, environmental health and schools catering. Future consultations include household waste service, food waste, HWRC sites users and Trade Waste.
51	Provide customer service training for employees to ensure there is consistent high standards across the service	31-Mar-2017			Community Resources offers Vocational Qualifications to frontline employees. Customer Service is a mandatory VQ unit and requires to be completed for the SVQ award. Catering Managers are undertaking SVQ Customer Service.

2 - A Better Council

11: Investment in our people and enhanced organisational development

Action Code	Description	Due Date	Status	Progress	Update
52	Deliver the key themes of the Council's People and Organisational Development Strategy 2013-2015	31-Mar-2015			Community Resources continues to support employee development and youth employment opportunities.
53	Continue to lead and support MDP and MTIPD including delivery of a suite of SVQ units for service specific staff	31-Mar-2015			The MDP and MTIPD reviews have been completed for the majority of Community Resources employees.
54	Develop our Performance Development Review process to ensure all employees have relevant development plans in place	31-Mar-2015			Personal Development Plans have been established for both individuals/teams.
55	Progress the results of the employee survey and develop improvement actions based on the findings	31-Mar-2015			The Action Plan for the 2013 Employee Survey has been progressed by the Senior Leadership Team. A recognition and awards event was held in June 2014.
56	Further improve absence performance within Community Resources	31-Mar-2015			Community Resources continue to work together with the Trade Unions at the quarterly supporting attendance meetings to improve absence levels across the service.
57	Maintain regular engagement with the trade unions through the now established meeting forums	31-Mar-2017			Regular meetings continued to be held with the Trade Unions with outcomes of these being feedback to staff at team meetings.

2 - A Better Council

12: Improved information through better technology

Action Code	Description	Due Date	Status	Progress	Update
58	Deliver the Connect Renfrewshire Strategy, improving the use of technology and information	31-Mar-2017		50%	The service actively participates in the Connect Renfrewshire programme to ensure any key workstream actions are taken forward and implemented.
59	Develop and improve Community Resources areas of the Council's website and intranet	31-Mar-2017		80%	Internet pages are updated regularly. School Meals, Waste Recycling and Winter Maintenance have recently been updated (3 most popular webpages during winter months). Social media (Twitter / Facebook) was extensively used over the winter to provide updates on services.

2 - A Better Council

13: Smarter use of assets

Action Code	Description	Due Date	Status	Progress	Update
60	Further develop our strategic approach to asset management, incorporating parks, cemeteries, roads, street lighting and vehicles	31-Mar-2017		50%	Work is ongoing across the service to ensure our assets are managed effectively and efficiently.
61	Deliver Community Resources capital investment programme efficiently and effectively	31-Mar-2015		100%	Four weekly capital monitoring meetings were held to ensure the programme was managed effectively and that capital projects were being progressed as expected with any slippage in timescale fully investigated..

Action Code	Description	Due Date	Status	Progress	Update
62	Continue to monitor the schools' PPP contract to improve service delivery standards	31-Mar-2017		100%	Monitoring of the PPP schools contract is ongoing with regular meetings held between the Council, RSP and Amey. Negotiations continue with regards a revised energy reconciliation process following significant investment by the Authority in energy saving measures in 2013/14.

2 - A Better Council

14: Successful communication

Action Code	Description	Due Date	Status	Progress	Update
63	Plan effective communication activities to support the services priorities and outcomes using the most effective communication channels and technologies	31-Mar-2017		80%	"Your home, Your street, Our community" took place on Monday 27 October 2014 at Paisley Town Hall. Community Resources and Community Safety Partners promoted the wide range of services offered, as well as showcasing partnerships, highlighting areas of good practice and engaging with the public in an innovative manner. Around 700 members of the public attended the event. Community Resources continue to update the Council website to make residents and communities aware of our services and priorities.

3 - A High Performing Council

15: Robust governance and assurance

Action Code	Description	Due Date	Status	Progress	Update
64	Deliver the priorities of the new Council Business Plan, Community Plan and Single Outcome Agreement for Renfrewshire to deliver improved outcomes for the local community	31-Mar-2017		80%	Community Resources continues to work towards achieving the priorities of the Council Plan and Community Plan through the action planning process for the Service Improvement Plan and Operational Plans.

Action Code	Description	Due Date	Status	Progress	Update
65	Continue to roll out PSIF to enable services to identify and address areas for improvement	31-Mar-2015			Community Resources have completed all Phase 2 PSIF assessments. Individual action plans have been established and progressed with the service areas.
66	Maintain the Council's Customer Service Excellence accreditation	31-Mar-2015			Council-wide Customer Service Excellence re-accreditation was achieved in April 2015.

3 - A High Performing Council

16: Improved performance management framework and approach

Action Code	Description	Due Date	Status	Progress	Update
67	Continue to improve our performance management arrangements, ensuring performance information is used to drive improvement and is communicated effectively with staff and local residents	31-Mar-2015			Community Resources continues to drive improvement across the service through embedding a performance culture around its Service Improvement Plan, Operational Plans and performance reporting processes. The service's performance is published within Council's Corporate Public Performance Reporting (PPR) publications.
68	Improve the use of benchmarking information through the Local Government Benchmarking Framework	31-Mar-2017			Community Resources took a lead roll in the pilot Local Government Benchmarking Framework (LGBF) roads family group workshops and have participated in the waste management family group during 2014/15.

Appendix 2

Community Resources Service Improvement Plan Scorecard 2014-2017



1. A Better Future

01: Increased, sustainable investment in our economy

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall		37.3%	36.0%	38.8%	34.0%	37.5%	36.0%	36.0%	36.0%	35.0%	35.0%	Annual Indicator: There has been a significant annual investment on Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads		26.0%	26.0%	25.8%	24.0%	26.3%	26.0%	26.0%	26.0%	25.0%	25.0%	Annual Indicator: This indicator remains close to the target set following significant annual investment on Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
(Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads		26.7%	26.0%	28.8%	24.0%	29.6%	26.0%	26.0%	26.0%	25.0%	25.0%	Annual Indicator: There has been a significant annual investment on Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.

Performance Indicator	Status	2012/13				2013/14		2014/15		2015/16	2016/17	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
(Maintenance) Carriageway Condition:% of road network considered for treatment (iii) C Class Roads		35.8%	35%	39.2%	34%	39.5%	35%	35%	35%	35%	35%	Annual Indicator: There has been a significant annual investment on Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
(Maintenance) Carriageway Condition:% of road network considered for treatment (iv) Unclassified Roads		39.4%	35%	41.5%	35%	39.3%	32%	36%	36%	36%	36%	Annual Indicator: Although still not achieving target, this indicator has shown improvement over the last year. There has been a significant annual investment on Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
% of whole road network treated		7.8%	2.5%	7.6%	3%	3.9%	3%	3%	3%	3%	3%	Annual Indicator: The road and footway maintenance programme for 2014/15 included a capital investment of £3.5 million enabling the target set to be achieved.
(Traffic & Transportation) Traffic Light Failure % of Traffic Light Repairs completed within 48 hrs		95.4%	95.0%	98%	95%	97.1%	95%	95%	95%	95%	95%	In 2014/15 there was a total of 339 faults reported (155 urgent and 184 non urgent)- of these, 329 were completed within the target 48hr timescale.
(Lighting) Street Lighting Indicator(% repaired within 7 days : combined faults)		91.1%	95%	82.76%	95%	62.4%	95%	95%	95%	95%	95%	This poor performance can be related to continuing challenges with street lights on remote footpaths (often taking months to repair). This is associated with a change in working practice from the use of ladders to scaffold, with the contractor having resourcing challenges.

1. A Better Future

02: Improved health, well being and life chances for children and families

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Catering Trading Operations - free meals - uptake of entitlement		67.4%	67%	68.7%	68%	68.7%	71%	72%	72%	73%	73%	The percentage of pupils entitled and who took a free meal remained stable in 2014/15, slightly below the target set. The national free school meals policy for all P1-P3 children was introduced in January 2015 and uptake is increasing and is being closely monitored.

1. A Better Future

03: A safer and stronger Renfrewshire

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Percentage of adults who agree that Renfrewshire is a safe place to live.		n/a	43%	83%	43%	80%	44%	45%	47%			This figure shows a slight decrease from 2013/14 but remains significantly higher than the target set.
% of adults who agree with the statement "I am satisfied with my neighbourhood as place to live".		82%	83%	n/a	83%	79%	84%	80%	85%			This is an annual indicator from the Public Services Panel survey. The result from the Winter 2014 survey produced a value of 79%.

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service		2,534	2,385	2,704	2,300	1,887	2,200	1,800	1,700			Anti social behaviour includes reports of environmental crime, noise issues and street disorder complaints. The number of incidents reported to the Council's Community Safety Service during 2014/15 reduced to 1,887, achieving the target set.
Domestic noise complaints - the average time (hours) between the time of the complaint and attendance on site		0.46	1	0.46	1	0.46	1	1	1			In 2014/15 a total of 1,123 domestic noise complaints were received which were dealt with under Part V of the Antisocial Behaviour (Scotland) Act - of these, 492 required attendance on site. The average response times for those complaints requiring attendance was less than half an hour.
Number of air quality management areas within Renfrewshire		1	1	1	1	1	1	1	1			There is currently one Air Quality Management Area within Renfrewshire, covering Paisley town centre.

1. A Better Future

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

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
% of household waste recycled		40.1%	50%	44.9%	51%	46.6%	52%	52%	55%			The recycling rate of 46.6% reflects calendar year 2014 which is in line with SEPA reporting periods which is published through the Local Government Benchmarking Framework.

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16	2016/17	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
Tonnage of biodegradable waste landfilled	✔	26,430	28,773	24,338	27,559	12,050	26,300	25,200	23,900	The amount of household biodegradable waste landfilled has reduced considerably in 2014/15. The increase in energy from waste and the introduction of the food waste collection service has contributed towards this reduction in the total tonnage being sent to landfill. The value of 12,050 is the tonnage to the end of period 10.
Street Cleanliness Index	✔	70	70	72	70	81	67	67	67	This indicator has been replaced by the percentage of areas assessed as clean. Performance has improved from 72 in 2013/14 to 81 in 2014/15.
Street Cleanliness Score - % of areas assessed as clean	⚠	93.9%	n/a	87.4%	90%	88.2%	90%	90%	90%	The percentage of Renfrewshire's street assessed as clean for 2014/15 is 88.2%, showing a slight improvement on last year. Keep Scotland Beautiful will publish the overall results for Scotland later in the year.
Local traffic growth is stabilised so that it does not exceed 0.5% per year.	✔	0.12%	0.50%	0.02%	0.50%	0.01%	0.50%	0.50%	0.50%	Long term traffic flow trends are developed from traffic counts undertaken at 19 sites across Renfrewshire. Up to 2010, traffic was clearly growing in numbers, in some years by significant amounts. Due to recession in recent years, traffic flows have dropped, although there are signs of recovery this year. The long term trend from 1999 suggests slight growth overall with a potential return to significant year on year growth over the next few years,
% of the vehicle fleet which uses alternative fuels, such as electricity	✔	1%	2%	1%	2%	3.8%	2.25%	2.5%	2.75%	The % of the vehicle fleet which uses alternative fuel such as electricity was 3.8% at the end of 2014/15. This figure is based on a total of 16 electric vehicles. The purchase of further electric vehicles is planned. Around 7% of all diesel used is bio-diesel.

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16	2016/17	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
Amount of CO ² emitted by the public vehicle fleet		n/a	n/a	3,523	n/a	3,570	3,450	3,170	3,060	This indicator reflects the tonnes of CO2 emitted from Renfrewshire Council vehicle fleet based on the fuel usage. At the end of 2014/15 there was an increase in the number of electric vehicles in the council fleet, with plans to add more during 2015/16.
Reduce the amount of CO ² emitted from public space lighting.		7,647	7,240	7,854	7,240	7,778	6,980	6,720	6,451	There has been a slight reduction in CO2 emissions from public space lighting in 2014/15. This figure is likely to show a significant improvement over the coming year with the installation of around 1,800 more LED lights.

1. A Better Future

05: The risk of harm to public health is reduced

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
Food Safety - % of broadly compliant food premises based on food business risk assessment scores		90%	85%	85%	90%	85.7%	86%	86%	86%	86%		Of 1,599 food premises in Renfrewshire, 1,371 are broadly compliant with current food legislation. (The target for this indicator has been reviewed as 90% is not realistically achievable. Moving forward the target will reflect a good balance of rigorous inspection by Environmental Health Officers and the quality of food establishments across Renfrewshire and a revised target of 85% (±3%) has been agreed).

1. A Better Future

06: Consumers are protected through improved fair trading practices and the level of intellectual property crime is reduced

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Trading Standards - business advice requests completed within 14 days		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	During 2014/15 the service received 138 business advice requests, all of which were fulfilled within the 14 day timescale.
Trading Standards - consumer complaints completed within 14 days		77.3%	79%	82%	80%	81.2%	82%	82%	82%	82%	82%	During 2014/15 the service dealt with 755 consumer complaints, 613 of which were completed within the 14 day timescale.
Underage tobacco sales test purchase retailer failure rate		60%	20%	n/a	20%	n/a	20%	20%	20%	20%	20%	Work during this year has focussed on preparing a trader guide and supporting traders through the implementation of the new display ban now in force in large shops and supermarkets.

2. A Better Council

07: A sustainable council

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	Target	Target	
Total number of Penalty Charge Notices' appeals submitted to Parking Adjudicator		22	24	38	24	25	24	24	24	24	24	A total of 25 appeals were submitted to the parking adjudicator during 2014/15.
Food costs as a percentage of sales		43%	43%	48%	45%	50%	45%	45%	45%	45%	45%	This is the cumulative food costs as a % of sales to the end of period 12, the year end data is not yet available.

2. A Better Council

08: Investment in our people and enhanced organisational development

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
% of CR managers in the 360 process with a completed 360 report		n/a	n/a	76%	100%	82%	100%	100%	100%	100%	100%	The 360° assessment process for 2014/15, for all Community Resources managers, is continually being progressed.
% of CR employees having completed IDPs (from MDP/MTIPD)		n/a	n/a	62%	100%	87%	100%	100%	100%	100%	100%	The MDP/MTIPD reviews have been ongoing across the service with personal development plans being established for individuals and teams.
Improve SVQ levels across the front line workforce - number of staff obtaining SVQ qualifications		48	n/a	73	50	43	50	50	50	50	50	During 2014/15, the Improvement and Development Team have been working extensively with West College Scotland and SQA to develop Community Resources employees as SVQ assessors and to establish a wider range of SVQs for frontline service roles, including; catering; passenger transport; waste services; horticulture; facilities management; and parks, gardens and open spaces. This expanded range of SVQs will enable Community Resources, as an approved SQA centre, to provide vocational qualifications to the majority of frontline job roles.
Community Resources - Absence %		n/a	n/a	4.9%	4%	5.2%	4%	4%	4%	4%	4%	The annual absence rate for Community Resources has increased slightly to 5.2%. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Grounds Maintenance - absence %		2.6%	4.25%	2.4%	4%	3.3%	4%	4%	4%	4%	4%	Absence levels for grounds maintenance employees continue to remain within target. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
Street Cleansing - absence %		2.6%	4.25%	4.9%	4%	3.2%	4%	4%	4%	4%	4%	Absence levels for our street cleansing staff have reduced during 2014/15 and are now within the target set. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
Catering Trading Operations - absence %		4.8%	4.25%	6.5%	4%	6.1%	4%	4%	4%	4%	4%	Absence levels for our catering staff have improved during 2014/15 but have again failed to achieve the target set. We continue to address employee absence through the Council's supporting attendance procedures and utilisation of the services of Occupational Health. Challenging targets have been set and a working group established to investigate ways of reducing absence levels further.
Building Cleaning - absence %		5.9%	4.25%	5.5%	4%	7.1%	4%	4%	4%	4%	4%	Building cleaning employee absence has increased from last year and has failed to meet the target set. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
Vehicle Maintenance Transport - absence %		2.8%	4.25%	4.8%	4%	3%	4%	4%	4%	4%	4%	Absence levels of our vehicle maintenance staff improved during 2014/15 and have achieved the target set. Absence is being addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.

Performance Indicator	Status	2012/13			2013/14			2014/15			2015/16			2016/17			Explanation of Performance
		Value	Target		Value	Target		Value	Target		Value	Target		Value	Target		
Refuse Collection – absence %		6%	4.25%		4.9%	4%		4.1%	4%		4%	4%		4%	4%	The absence level of refuse collection employees improved during 2014/15 and almost achieved the target set. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.	
Community Safety Service - absence %		8.8%	4.25%		8.9%	4%		6.7%	4%		4%	4%		4%	4%	Absence levels for Community Safety staff reduced during 2014/15 and managed to achieve the target set in the last quarter of the year. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.	
Contract Services Manual Workers (Roads and Transportation) Absence %		8.2%	8.5%		7%	6.5%		4.2%	4%		4%	4%		4%	4%	The annual absence rate for 2014/15 for contract services manual workers has improved from 7% in 2013/14. Absence continues to be addressed through the Council's Supporting Attendance Policy.	

2. A Better Council

09: Smarter use of assets

Performance Indicator	Status	2012/13				2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
(Structures) Number with a weight/width restriction: All Bridges		4	4	4	4	4	4	4	4	4	4	4	4	Annual indicator.
DVSA Vehicle Roadworthiness score		0	2	0	2	0	2	0	2	0	2	0	2	This indicator measures Operator Licence compliance in respect of the roadworthy condition of our fleet of vehicles. A score of less than three has a green DVSA rating and indicates that we are performing well. The service has maintained the maximum score of Green Zero since 2012/13.
DVSA Event traffic score		0	2	0	2	0	2	0	2	0	2	0	2	The DVSA regularly monitors and reports on the Council's traffic enforcement score (non mechanical). This score includes roadside inspections and DVSA prosecutions issued in relation to non-mechanical infringements such as drivers' hours, tachograph and overloading offences. The service has maintained the maximum score of Green zero since 2012/13, achieving the target set.
Transport - % of vehicle availability (all vehicles)		96%	96%	97%	96%	97%	96%	97%	96%	97%	96%	96%	96%	During 2014/15, vehicle availability of 97% was achieved, exceeding the target of 96%. This has been achieved following an analysis of vehicle downtime and improved servicing schedules.
MOT pass rate		96%	97%	96%	97%	93%	97%	93%	97%	93%	97%	97%	97%	This indicator is based on Council HGV M.O.T pass rates over a 12 month period and is just below target for the year.

3. A High Performing Council

10: Improved performance management framework and approach

Performance Indicator	Status	2012/13				2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Cost of Maintenance per Kilometre of roads		£6,691	n/a	£6,549	n/a	Data not yet available	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	There has been a decrease in the cost of maintenance per km of roads indicator between 2012/13 and 2013/14, associated with service efficiency measures. However, in 2013/14, the service still managed to upgrade 7.6% of the whole road network, exceeding the target set of 3%.
% of adults satisfied with parks and open spaces		83%	n/a	84%	n/a	Data not yet available	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey. The number of residents satisfied with parks and open spaces has increased from 83% in 2012/13 to 84% in 2013/14.
Cost of parks and open spaces per 1,000 of the population		£30,847	n/a	£31,737	n/a	Data not yet available	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	The cost of parks and open spaces per 1,000 population has increased between 2012/13 and 2013/14. Since 2010/11 costs have decreased by £13,591 per 1,000 population.

Performance Indicator	Status	2012/13				2013/14				2014/15				2015/16				2016/17				Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
% of adults satisfied with refuse collection		82%	n/a	85%	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey. The number of residents satisfied with street cleaning has increased from 82% in 2012/13 to 85% in 2013/14.
Net cost of waste collection per premise		£42.85	n/a	£43.81	n/a	Data not yet available	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Between 2012/13 and 2013/14 there was a small increase in the net cost of waste collection per premise. However Renfrewshire's ranking in Scotland has improved from 5th to 4th in 2013/14.
Net cost of waste disposal per premise		£78.20	n/a	£77.09	n/a	Data not yet available	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	There was a small decrease in the net cost of waste disposal per premise between 2012/13 and 2013/14. Renfrewshire was ranked 13th in Scotland for this indicator in 2012/13 and has remained 13th in 2013/14.
% of adults satisfied with street cleaning		74%	n/a	71%	n/a	Data not yet available	n/a	n/a	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey. The number of residents satisfied with street cleaning has decreased from 74% in 2012/13 to 71% in 2013/14.

Performance Indicator	Status	2012/13		2013/14		2014/15		2015/16		2016/17		Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Net cost of street cleaning per 1,000 of the population		£22,224	n/a	£15,520	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	This indicator forms part of the Local Government Benchmarking Framework - the 2013/14 net cost of street cleaning per 1,000 population was originally published as £11,524 but this figure was changed following the Scottish Government's validation exercise on the Local Finance Returns. This has resulted in Renfrewshire now ranking 17th of the 32 Scottish authorities. The data reported in 2012/13 includes central support costs but this element was removed from the 2013/14 LGBF data publication. Over the last three years the StreetScene best value service review was implemented which included significant service redesign and the development of an outcome based specification model as well as the introduction of a 4 on 4 off shift working pattern. The review delivered savings of £2.1m across StreetScene and Parks Services over 2011/12 and 2012/13.
Cost of Trading Standards per 1,000 of population		£1,566	n/a	£2,645	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	

Performance Indicator	Status	2012/13				2013/14		2014/15		2015/16	2016/17	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
Cost of Environmental Health per 1,000 of population		£18,060	n/a	£22,369	n/a	Data not yet available	n/a	n/a	n/a	n/a	n/a	The cost of Environmental Health per 1,000 population has increased between 2012/13 and 2013/14. This figure reported includes the costs for both the Wardens' service and ASIST - if these additional costs were removed the actual cost of Environmental Health per 1,000 population is £8,792 with our ranking across Scotland improving from 24th to 2nd.
% of FOI requests completed within timescale by Community Resources		n/a	n/a	99%	100%	99%	100%	99%	100%	100%	100%	The service received 370 Freedom of Information requests during 2014/15 (297 for Community Resources and 73 cross-departmental) 99% of which were responded to within the statutory timescale.
% of front line resolutions dealt with within timescale by Community Resources		n/a	n/a	91%	88%	80%	100%	80%	100%	100%	100%	The service dealt with 3,417 front line resolutions during 2014/15, 80% of which were responded to within the 5 day timescale.
% of complaint investigations completed within timescale by Community Resources		n/a	n/a	100%	88%	84%	100%	84%	100%	100%	100%	The service received 25 formal complaints during 2014/15, 21 of which were dealt with within timescale.