

To: Finance, Resources and Customer Services Policy Board

On: 31 March 2021

Report by: Director of Environment & Infrastructure

Heading: Environment & Infrastructure Service Delivery Plan 2021- 22

1. Summary

- 1.1 This Service Delivery Plan for Environment & Infrastructure covers the year 2020/21. Typically, services report on their performance and intended improvement actions through Service Improvement Plans. However, the pandemic has had a significant impact on how services are delivered and on the needs of the community. Consequently, services have produced Service Delivery Plans for 2021/22 which will outline the actions they will take to assist in recovery. However, the Council remains aspirational and this plan also reflects a commitment to continuous improvement.
- 1.2 The Service Delivery Plan sits beneath the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan.
- 1.3 The plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable and our measures of success.
- 1.4 The Service Delivery 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 Delivery Plan 2021/22 will be submitted to the Finance, Resources and Customer Services Policy Board Policy Board on 10 November 2021.

2. Recommendations

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

- 2.1 Approves the 2021/22 Service Delivery 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 a mid-year progress of the Service Delivery Plan be reported to the Policy Board in autumn 2021, and an outturn report in early summer 2022
- 2.3 Note that the attached Service Delivery Plan for Environment & Infrastructure is also being submitted to the Infrastructure, Land and Environment Board 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 £72.890 million.
- 3.3 These wide ranging and highly visible services are delivered at 270 Council premises, to over 92,000 households and businesses with more than 849km of roads and transport structure being maintained across Renfrewshire.

4. Key Achievements 2020/21

- 4.1 The service's main focus over the last year was tackling and adapting to the challenges of COVID-19 and being able to continue to support our communities and businesses. Despite this challenging operating environment, the service was able, with some exceptions, to deliver its services on a 'business as usual' basis and deliver a wide range of achievements across the service. Further detail on each achievement can be found in the Plan attached at Appendix 1. An out-turn report covering Environment & Infrastructure's performance during 2020/21 will be reported to this Policy Board in May.

- 4.2 A more detailed picture of achievements is included in the Service Delivery Plan appended to this report. They include:

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

Street Lighting - Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour service to Renfrewshire residents

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

COVID-19 Support Hubs - The Council established its response to the pandemic with a programme of support packages being delivered to vulnerable families. Building Services and Soft FM had significant involvement with the support hubs during the pandemic, helping with support packages, delivering meals on wheels; meals to care homes; and delivering pack lunches for the support hubs staff. These were delivered to around 2,200 households across Renfrewshire and reached the milestone of providing more than 500,000 meals to these vulnerable families.

School Catering - The provision of school catering has continued to be monitored to ensure that the school meals' service is delivered safely and in accordance with COVID-19 guidance. A revised interim menu was delivered to ensure there was hot food options available daily. This service continues to be provided to the vulnerable children and children of key workers who are attending school during lockdown.

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

Electric Vehicle & Charging Infrastructure - Funding was secured from Transport Scotland for 24 electric vehicles to replace diesel vehicles. In addition, grant funding for Non-Public Workplace Charging has been secured following a successful application process with Energy Savings Trust.

Strategic Outcome 5: Working together to improve outcomes.

Soft FM – the service recruited additional cleaning staff to ensure day-cleaners coverage was available in all educational establishments. This measure has ensured that enhanced cleaning and hygiene measures were in place to minimise the spread of COVID-19. The service has continued to provide a reactive decontamination service in those locations where positive cases of COVID-19 are identified to minimise the disruption to the school day.

Building Services - built and supplied infrastructure for the asymptomatic test site at Johnstone Town Hall and have provided similar support for the mass vaccination centres in Renfrewshire.

5. Key Priorities

- 5.1 A priority for all Council services is the recovery from the pandemic. For Environment & Infrastructure this means a particular focus on delivering a wide ranging and highly visible services to Renfrewshire's communities and businesses
- 5.2 The service continues to contribute to the priorities set out in the Council Plan 2017-2022, which was approved by Council in September 2017. The service will support the key corporate high-level priorities of the Alcohol and Drugs Commission and the Economic Recovery Plan and Social Renewal Plan.
- 5.3 The service's key overarching priorities will be:
- COVID-19 recovery planning;
 - Redesign of key business processes; and
 - Digitilisation of processes and service delivery.
- 5.4 Implementing an effective process redesign programme, supported by modern digital service delivery, will allow Environment & Infrastructure to realise productivity improvements and support the Council's in its COVID-19 recovery process.
- 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 - 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. Environment and Infrastructure will support the implementation of tranche 2 of RforR following confirmation of service redesigns to be determined during 2021/22.

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.

Electrification and Sustainable Travel - the Council will further 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.

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

Use of Data and Digital Technology – The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service and support the roll out of the digitalisation of front-line services.

Communication and Staff engagement – Embedding the new approach to staff engagement at all levels across the service, with a particular focus on listening, involving, and supporting front line employees in the context of COVID-19 restrictions and guidelines.

- 5.5 Priority actions and performance indicators are core elements of the Service Delivery 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 timetable, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.

6. Monitoring progress

- 6.1 Implementation of the Service Delivery Plan will be monitored, and relevant activities and progress will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A review of progress will be brought to this Board on 10 November 2021.
- 6.3 Greater detail of the specific actions the service will progress can be found in Section 6 of our Service Delivery Plan, included as an appendix to this report.

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 Delivery Plan 2021-2022

Environment & Infrastructure

Service Delivery Plan 2021-2022

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1. Introduction

- 1.1 Services have, on an annual basis, produced a Service Improvement Plan (SIP) which sets out the strategic direction and outlines key programmes, actions and improvements which we intend to deliver over the following three years based on the resources likely to be available.
- 1.2 During the initial phases of the pandemic, planned meetings of full Council and all policy boards were paused, with the Emergencies Board put into place in order to support decision making and cross-party scrutiny during this critical period. Due to the cancellation of many policy boards, the Service Improvement Plan was approved by the Infrastructure, Land and Environment Policy Board but not by the Finance, Resources and Customer Services Policy Board. Interim reporting on service performance was re-established after summer 2020 with Service Update reports being presented at each board cycle between August 2020 and January 2021.
- 1.3 The pandemic has had a significant impact on the operation of the Council and on how services are delivered. Whilst there have been periods where national policy required some services to be paused, most council services have continued throughout the year and have had to adapt to new ways of working. At the same time, the council has taken on additional tasks directly related to supporting residents through the pandemic, whether as a single agency or more often, as a key partner with other public and third sector organisations. The operating environment has changed frequently and often at short notice and the council has had to be flexible and adaptable to manage this change and adjust services accordingly. This 'response' phase is likely to continue for some time and will have a major impact on service delivery over the lifetime of this plan.
- 1.4 As a result of the pandemic, actions, performance indicators and targets across some areas of service are no longer relevant or have been heavily disrupted, and there has been a significant shift in the priorities of services. To reflect this, performance reporting arrangements for 2021/22 will take the form of this Service Delivery Plan.
- 1.5 The Service Delivery Plan will have a focus on ongoing COVID-19 response activities with the stabilisation of services and initial elements of recovery work where available and will concentrate on the next 12 months, as opposed to a three year period which the SIP's covered.
- 1.6 A six monthly update on progress of the Service Delivery Plan will be presented to the Infrastructure, Land and Environment and the Finance, Resources and Customer Services Policy Boards in November 2021. An outturn report will be presented to the same board in May 2022.

2. Impact of COVID-19

- 2.1 The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The Council worked with partners to continue to deliver vital frontline services throughout the period, as well as create new services (such as the Local Assistance Team) to respond to immediate, critical needs. The workforce demonstrated its resilience and flexibility by adapting to new ways of working. Finding new ways to support our most vulnerable by taking on entirely new duties, as part of an existing role, through redeployment or adapting to full-time home-based working. Staff continue to respond to an ever-changing set of circumstances and demands.
- 2.2 During Summer 2020, services worked to restart impacted services in line with Scottish Government guidance. In parallel to this work, the Council also commenced work with partners to develop local recovery plans for Renfrewshire, which set out the

key actions that will be taken jointly to support communities and businesses to recover from the impact of the pandemic going forward.

- 2.3 Unfortunately, Renfrewshire has been subject to several different levels of severe restriction since October 2020 and currently remains in Level 4. The situation is rapidly changing, and the Council remains very much in response mode in terms of supporting local people, businesses and communities impacted by COVID-19 and associated current restrictions. There is a continued focus on supporting both mass testing and mass vaccinations, and practical support for those self-isolating is still being offered.
- 2.4 As with other areas of the Council, since March 2020, the coronavirus pandemic has significantly changed the way in which Environment & Infrastructure has provided services and for many service areas the actual services which they deliver.
- 2.5 There have been periods where national policy required some services to be paused, however, most services delivered by Environment & Infrastructure continued throughout the year. Even during subsequent lockdown periods, services continued to operate on a 'business as usual' footing and adapted to new ways of working.
- 2.6 The operating environment has changed frequently and often at short notice and the service has had to be flexible and adaptable to manage this change and adjust services accordingly. This 'response' phase is likely to continue for some time and will have a major impact on service delivery over the lifetime of this plan.
- 2.7 Given the constricted timelines and staff concentrating on responding to COVID-19 it was not possible to involve staff as widely in the process of contributing to the SDP as happens during the normal course of producing the SIPs. However, staff will be included more widely in the development of the next plan and are currently engaged in the renewal and recovery plans.

3. What We Do

- 3.1 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 £72.890 million. Frontline services are delivered at around 270 Council premises, to over 92,000 households and businesses, and support more than 849 km of roads and transport infrastructure.

- 3.2 Environment & Infrastructure has two main service areas/groupings. These are:

Facilities Management:

Hard & Soft Services: includes janitorial, cleaning, catering, school crossing patrollers, repairs, maintenance and compliance in schools and public buildings, Building Services operations

Operations and Infrastructure:

Waste, StreetScene, Roads, Infrastructure & Transportation, Fleet and Social Transport and Sustainability & Place.

4. Achievements 2020-21

- 4.1 The service's main focus over the last year was tackling and adapting to the challenges of COVID-19 and being able to continue to support our communities and businesses. Despite this challenging operating environment the service was able, with some exceptions, to deliver its services on 'business as usual' basis and deliver a wide range of achievements across the service. These include:

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

- The roads capital investment programme for 2020/21 commenced in July following the COVID-19 lockdown. Given the loss of the first three and a half months of the 7 month programme, there have been 52 carriageways resurfaced, 16 carriageways surface dressed, 5 carriageways micro-surfaced and pre-patching in advance of next year's surface dressing carried out on 15 carriageways and 23 footways resurfaced.
- The service took the opportunity of the reduced traffic volumes during lockdown to carry out emergency works on our network which would have been difficult to complete under normal conditions. Examples of this include new bus bays and repairs to riverside core paths which required to be closed to the public due to instability. The repaired paths provided greater access links for pedestrians.
- Phase 2 of the £300,000 segregated shared cycle way project from Bishopton to Glasgow Airport, with all works completed by March 2021. This is an important element in the Council's cycling strategy network and will connect to City Deal's proposals for around the airport.
- Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour maintenance service of the street lighting network for Renfrewshire residents.

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

- The Council established its response to the pandemic with a programme of support packages being delivered to vulnerable families. Building Services and Soft FM had significant involvement with the support hubs during the pandemic, helping with support packages, delivering meals on wheels; meals to care homes; and delivering pack lunches for the support hubs staff. This provision included freshly prepared meals for 7 days per week together with a weekly package of essential items. These were delivered to around 2,200 households across Renfrewshire and reached the milestone of providing more than 500,000 meals to these vulnerable families.
- The provision of school catering has continued to be monitored to ensure that the school meals' service is delivered safely and in accordance with COVID-19 guidance. A revised interim menu was delivered to ensure there was hot food options available daily. This service continues to be provided to vulnerable children and children of key workers who are attending school during lockdown.

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

- Despite the significant challenges, Waste Operations continued to deliver all essential frontline bin collection services throughout the COVID-19 pandemic. The team operated with a reduced workforce and was supported by staff from other services, both from within the department and from other departments, to ensure a consistent collection service was delivered throughout - including collections for residual waste, recycling, food and garden waste.
- Following easing of restrictions after the first lockdown, StreetScene commenced the grass cutting seasons in mid-summer, cutting grass across all open spaces in our communities.
- In May 2020, work began to secure Renfrewshire's most prolific fly tipping hotspots with gates installed at the entry points to the old Craigielea sports field, a high fence erected preventing access to the gorge on Gleniffer Braes, and gates

preventing vehicle access to Brownside Farm in Paisley.

- Community activity in Team Up to Clean Up has increased despite the challenges of COVID-19. The Spotless September campaign was adapted due to COVID-19 pandemic restrictions and delivered via solo, family or friends picks. Volunteers litter picked 255 times throughout the month removing 1,233 bags of litter from Renfrewshire communities and waterways. A few groups, including supermarkets, church groups and scouts got involved as well as local schools, however group activity was notably reduced.
- Funding was secured from Transport Scotland for 24 electric vehicles. This mix of cars, light vans and 3.5 tonne vans will replace diesel vehicles. In addition, grant funding for Non-Public Workplace Charging has been secured following a successful application process with Energy Saving Trust. Two electric minibuses have started road trials and will play an important role in supporting Social Transport services as well as increasing the percentage of the vehicle fleet which uses alternative fuels.

Strategic Outcome 5: Working together to improve outcomes.

- Soft FM recruited additional cleaning staff to ensure day-cleaners coverage was available in all educational establishments. This measure has ensured that enhanced cleaning and hygiene measures were in place to minimise the spread of COVID-19. The service has continued to provide a reactive decontamination service in those locations where positive cases of COVID-19 are identified to minimise the disruption to the school day.
- At the start of lockdown, due to the pressure on HSCP to deliver other critical services, Soft FM staff took on the operation of the Community Meals Service, which delivers to the communities throughout Renfrewshire. During lockdown this service was supported by officers from janitorial, Building Services operatives and drivers from Social Transport. Soft FM continues to deliver this vital service.
- Building Services built and supplied infrastructure for the asymptomatic test site at Johnstone Town Hall and have provided similar support for the mass vaccination centres within Renfrewshire.
- In the early period of lockdown, the Social Transport team delivered around 900 food parcels a day from Castlehead and Gleniffer High Schools, supporting colleagues in Soft FM with the planning and distribution of the Community Meals Service to vulnerable people across Renfrewshire. The duties further expanded when they supported the HSCP in the daily collection and delivery of hand sanitiser and PPE to Dykebar, Royal Alexandra and Queen Elizabeth hospitals as well as to our front-line staff in social care teams throughout Renfrewshire.
- The Social Transport Team has also provided support vehicles and drivers to those services who are affected by physical distancing requirements. This provided assistance to colleagues in Waste and StreetScene to ensure they were safely transported around Renfrewshire and continued to deliver vital frontline services.

5. Our Strategic Context

National policy context

- 5.1 The Scottish Government's Programme for Government 2020/21 focuses on dealing with the economic, health and social crisis caused by COVID-19. It also takes steps to ensure, that in responding to the pandemic, Scotland also delivers on the government's commitments to tackle child poverty and to reach net-zero emissions of

all greenhouse gases by 2045. The commitment to a Green recovery includes creating a Green Jobs Fund to boost opportunities in this area, as well as a fund to improve local authority refuse collection infrastructure. This also develops a new route map to reduce waste and meet Scotland's waste and recycling targets for 2025.

- 5.2 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 2021, Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency. This was originally planned for November 2020 but was postponed due to the pandemic.
- 5.3 Following the referendum in 2016, the UK left the European Union on the 31st of January 2020 and entered a 'transition period' which ended on the 31st of December 2020. The UK-EU Trade Cooperation Agreement was ratified by the UK Parliament on the 30th of December 2020, covering the key areas of the new trading relationship between the UK and the EU. Further supporting legislation including the UK Internal Market Act 2020 and the Scottish Government's EU (Legal Continuity) (Scotland) Act 2020 have also recently been passed. Further details on other provisions of relevance to local government (such as procurement, 'state aid', the UK Shared Prosperity Fund) are in development.
- 5.4 The Scottish Government set up a Social Renewal Advisory Board to look at how to deliver a fairer society while Scotland recovers from the effects of the pandemic. A report was published in January setting out 20 Calls to Action around the themes of Money and Work; People, Rights and Advancing Equality; and Communities and Collective Endeavour.
- 5.5 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.

Local policy context

- 5.6 The Council's financial outlook over the relatively short period of the next two years is subject to significant uncertainty. There are resource pressures in relation to COVID-19 response and recovery, including the impact of loss of income, alongside additional cost pressures. The Council is actively managing these pressures on an in-year basis and is remobilising the Right for Renfrewshire transformation programme, which will be critical to supporting the Council's medium-term financial sustainability.
- 5.7 Although COVID-19 response and recovery will be the major focus over the next twelve months, the Council still has huge ambition for Renfrewshire, and many activities to support our high-level priority areas will continue to be channelled through our recovery approach. Alongside the Council's own financial recovery planning, two major strategic recovery plans – Renfrewshire's Economic Recovery Plan and Social Renewal Plan – will sit alongside the Council and Community Plans, to set a clear strategic direction for the organisation in these unprecedented and rapidly changing times.

- 5.8 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire, developed in conjunction with Renfrewshire's Economic Leadership Panel and building on the strong foundation of Renfrewshire's Economic Strategy. The Plan sets out the direction of travel to support Renfrewshire's economy as we move out of the response and into the recovery phase of the pandemic, recognising the significant impact on the local and national economy and what this means at a local level for Renfrewshire's businesses, communities and people. Environment & Infrastructure will work to support the plan over the next year.
- 5.9 A Social Renewal Plan for Renfrewshire is currently being finalised, recognising the inequalities that exist in Renfrewshire, significantly deepened by the COVID-19 pandemic, and setting out joint plans to work with our partners, communities and other stakeholders to address these. Supporting this work, a community impact assessment was undertaken, examining the existing data around the impact of COVID-19 in tandem with understanding people's experiences of the pandemic, through listening events and Public Services Panel survey to Renfrewshire citizens. Environment & Infrastructure will work to support the plan over the next year.
- 5.10 Following the Council's declaration of a climate emergency in June 2019, we will continue to support the Climate Change sub-committee of the Leadership Board 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.
- 5.11 Environment & Infrastructure activities will make a critical contribution towards Renfrewshire being carbon neutral by 2030. Environment & Infrastructure will play an active role in this process 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.

Environment & Infrastructure 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 and 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.

- 5.12 Local authorities across Scotland were already facing significant financial challenges prior to the pandemic and many have experienced loss of income as a result of restrictions, as well as incurring additional expenditure in order to support communities and residents. Some elements of Renfrewshire Council's transformation programme, Right for Renfrewshire, were paused to allow scope to respond to the pandemic. It is likely that the programme will be reprofiled to reflect the changing circumstances.

- 5.13 A new Digital Strategy for Renfrewshire was approved by the Leadership Board in September 2020. It outlines our approach to embedding digital services across all that we do in a way that closely aligns with our ambitions for Renfrewshire. The Strategy ensures that we work collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business. The Strategy also reflects the learning and experience of the COVID-19 pandemic, showing the increasing importance of digital in how we work, deliver services, support our staff and workforce.
- 5.14 In 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.
- 5.15 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 directorate. Actions related to corporate and strategic risks, where Environment & Infrastructure are owner or joint owners of the risks are shown below. Other risks, which may occur only for or within Environment & Infrastructure, will be contained in the service risk register which is reported to the Audit, Risk and Scrutiny Board. The top strategic, corporate and service specific risks are shown below for information.

Risks	Evaluations
Top strategic risks	
Economy	Evaluation: Very High
Unemployment	Evaluation: Very High
Reducing inequalities	Evaluation: Very High
Top corporate & service risks	
Financial sustainability	Evaluation: Very High
Financial stability	Evaluation: Very High
Organisational Resilience	Evaluation: High
Asset management	Evaluation: High
Information handling	Evaluation: High
Administration of Elections	Evaluation: High
Commercial Vehicle & Operator's Licence	Evaluation: High
Protecting internal resources from crime	Evaluation: Moderate
Employee wellbeing	Evaluation: Moderate
Expansion of Early Years Provision	Evaluation: Moderate

Equalities

- 5.16 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.
- 5.17 The Council recognises that equality needs to be both mainstreamed fully into policies and procedures as well as ensuring that equality outcomes are given high priority, by being part of mainstream progress reporting. Environment & Infrastructure will continue to actively promote equality and diversity mainstreaming through the work of the main service areas.

People Strategy

- 5.18 The council will launch “Our People, Our Future”, a new People Strategy. This five year plan will have an immediate focus on supporting staff and services within the context of the pandemic and the recovery phase. It will thereafter be realigned with the new Council Plan and focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the council.
- 5.19 The strategy will be focused on high-level outcomes and with a flexible approach which will be bespoke for each service, reflecting the particular requirements of each service and group of staff. The actions arising from the strategy will be embedded in each service improvement plan and reported on therein. It is intended that the new approach focuses not on only processes and planning, but on skills development and cultural change. Environment & Infrastructure will work with HR colleagues throughout 2021 to develop actions which fit the needs and duties of its staff.

6. Action Plan 2021/22

6.1 Actions and Performance Indicators - 2021/22

Section 6 of the report provides an overview of how the service will contribute to the Council's strategic outcomes over the next year and have been developed against the backdrop of the continuing pandemic. The focus for the plan's actions and performance indicators will be on the 12-month period from April 2021 to March 2022. The immediate focus will remain on Renfrewshire's response to, and recovery from, the COVID-19 pandemic.

Under each outcome, the Plan shall:

- Outline the key priorities the service aims to achieve during 2021/22.
- Identify the key actions to be undertaken to meet the priorities.
- Set out the performance indicators to be used to monitor progress.

To provide context for this year's Plan each strategic outcome section is preceded with a brief overview of how COVID-19 has impacted on service delivery over the last year.

Due to the changing national and local position, it is difficult to accurately establish milestones for longer-term service actions and challenging to assess what suitable long-term targets are appropriate for performance indicators. This is the main reason why the focus for the plan's actions and performance indicators will be on the 12-month period from April 2021 to March 2022.

6.2 Strategic Outcome 1

Reshaping our place, our economy and our future

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.

COVID-19 Impact 2020/21

Within the **Infrastructure and Transportation** area the COVID-19 pandemic has had a significant effect in a number of areas:

- **Roads Infrastructure** - The roads capital investment programme for 2020/21 commenced in July following the covid-19 lockdown. Given the loss of the first three and a half months of the 7-month programme, a number of schemes have carried into financial year 2021/22.
- During the first lockdown period, all **non-essential maintenance** and all planned works were cancelled. This resulted in our Roads Operations team only being able to address emergency potholes with resurfacing, gulley cleaning and kerbing/drainage works all being postponed. This has led to a delay in attending to these works.
- Our **white lining programme** was badly affected during this time. This work was not considered essential and as the lockdown period was over the best of the weather during the summer months this has led to a considerable backlog of work to be addressed as this work is entirely weather dependant.
- **Car Parking** – At the start of the first lockdown in March 2020, Council owned car parking charges were suspended to support key workers to undertake their duties. As the vast majority of Scotland is currently under further lockdown restrictions street car parking charges have been suspended until the end of March 2021.
- A number of projects have seen delays to programmes or programmes having to be extended to allow for additional time for contractors to adjust work methods for social distancing measures

Housing repairs - the volume of non-emergency repairs undertaken by Building Services was restricted due to the Scottish Government Guidelines which halted all non-emergency work for the majority of the 2020. The service has continued to carry out statutory gas compliance tasks throughout the financial year. However, due to self-isolating and COVID-19 positive notifications from tenants, during the servicing period, a higher number than normal have gone beyond their anniversary date. There is a catch-up programme in place and it is anticipated that over the next 6 months all services will be completed.

Compliance Tasks - compliance tasks were affected by the COVID-19 pandemic during 2020 as a result of restrictions relating to access to buildings and on the availability of specialist contractors utilising the furlough scheme. Compliance tasks did continue but were focused on those Council and public buildings that remained open or re-opened during this period. It is likely compliance tasks will continue to lag during 2021/2022. A managed approach on a site by site basis is being undertaken and triaged accordingly. It is anticipated that performance will not recover to the target levels of 90% until 2022/2023.






Building Services operatives continued to provide emergency repairs, gas inspections and other essential maintenance as well as the Out of Hours service to residents of Renfrewshire.

Service Priorities 2021/22

The key priorities the service aims to achieve over the next financial year 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 - £9 million. This is the third year 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, traffic flow and civic space.
- **Glasgow City Region/City Deal** – Continuing support for the infrastructure associated with the City Deal investment projects including strategic roads, transport and cycling schemes.
- **External Funding Opportunities** – Taking forward potential projects that fit within the Transport Scotland Bus Partnership fund, the Levelling Up fund and any other recovery funding that becomes available during 2021/22. These will improve transport connectivity infrastructure and contribute to the 'green' recovery.
- **Community Investment Fund** – take forward the Community Investment Fund and will seek to involve communities to put forward proposals and make decisions on investments in infrastructure and assets within their local areas through participatory budgeting.

Priority Actions - Reshaping our place, our economy and our future				
Action Code	What we will do?	What difference we will make?	Lead Officer(s)	Target Date
01	Deliver the 2021/22 roads and footways capital investment programme - £9 million	Improvements to the condition of roads and footways infrastructure	Infrastructure & Assets Manager	31-Mar-2022
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-2022
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 12,200 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 2022
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 (Support Services)	31-March 2022
10	Deliver externally funded transportation and connectivity infrastructure projects	Improve access to public transport across Renfrewshire to support connectivity to employment, leisure and retail.	Infrastructure, Transportation & Change Manager	31-March 2022

Performance Indicators - Reshaping our place, our economy and our future							
(PI Status:  Alert,  Warning,  OK, 							
Data Only)							
Performance Indicator	Frequency	Last update	Current Value	Current Target	Status	2021/22	COVID-19-Impact
01 (Maintenance) Carriageway Condition: % of road network considered for treatment							
(i) A Class Roads	Years	2019/20	19.97%	22.5%		22%	These are annual LGBF Indicators and relate to financial year 2019/20 and therefore was before the COVID-19 pandemic. The 2021/22 data will not be published until February 2022.
(ii) B Class Roads	Years	2019/20	24.09%	24.5%		24%	
(iii) C Class Roads	Years	2019/20	34.19%	36.5%		36%	
(iv) Unclassified Roads	Years	2019/20	35.39%	36.5%		36%	
02(Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Years	2019/20	32.9%	32.5%		32%	This is an annual indicator and relates to financial year 2019/20 and therefore was before the COVID-19 pandemic.
03 % of Statutory road inspections categories completed on target:							
Category A	Years	2019/20	100%	100%		100 %	This is an annual indicator and relates to financial year 19/20 which was before the COVID-19 pandemic.
Category B	Years	2019/20	100%	100%		100 %	
Category C	Years	2019/20	100%	100%		100%	
04 % of pothole repairs completed within timescales	Quarters	Q3 2020/21	80%	75%		78%	During lockdown the service was only able to address emergency potholes.
05 % of reported street lighting faults which were attended within the 7-day timescale	Quarters	Q3 2020/21	98.8%	95%		95%	The service continued to deliver external repairs allowed under COVID-19 guidelines
06 % of Overall repairs completed within time by building services	Quarters	Q3 2020/21	94.9%	94%		95.5 %	Building Services has operated a reduced service as all routine and non-emergency repairs were suspended at the start of the lockdown and subsequent lockdowns when only statutory and emergency repairs were carried out.
07 % of reactive repairs carried out in the last year completed right first time	Years	2019/20	82.6%	93%		93%	
08 average length of time taken to complete non-emergency repairs	Quarters	Q3 2020/21	8.0	15		15	The volume of non-emergency repairs has been restricted due to guidelines halting all non- emergency work for the majority of 2020.
09 % of compliance tasks undertaken per year	Quarters	Q3 2020/21	76.3%	90%		90%	Compliance tasks were affected during 2020 due to the restrictions regarding access to buildings and the availability of specialist contractors. Tasks were prioritised on those properties which remained. opened or re-opened during the pandemic. It is anticipated that performance will not recover to the target levels until 2022/2023.

6.3 Strategic Outcome 2

Building strong, safe and resilient communities.

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.

Service Priorities 2021/22

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** – carrying out a framework Participatory Budgeting.

Priority Actions - Tackling inequality, ensuring opportunities for all				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Carry out a participatory budget programme for infrastructure and transportation	Local communities will feel empowered and involved	Infrastructure, Transportation & Change Manager	31-Mar-2022

6.4 Strategic Outcome 3

Tackling inequality, ensuring opportunities for all

Environment & Infrastructure delivers a range of services and frontline projects that tackle inequality in our communities including: Healthy meals; free sanitary products 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.

COVID-19 Impact 2020/21

Cleaning and enhanced hygiene measures – Soft Facilities Management has supported schools and other Council buildings in the safe return of pupils and staff following lockdown periods. The service has also played a critical role in minimising the risk of transmission by delivering enhanced cleaning regimes to enable the safe reopening of schools and ensuring high levels of cleanliness were maintained across all HSCP premises. Hygiene measures remain critical to minimise the spread of COVID-19 and the service continues to participate in the HAZID process for the safe re-opening of other Council premises, in line with lockdown guidance.

Provision of school catering – school catering was amended to ensure that numbers within dining halls were limited. This was monitored between Facilities Management and Children's Services staff to determine the best means of providing hot food safely within schools and centres. Lockdown periods and continued transmission of COVID-19 in the pupil population impacted on the uptake in school meals particularly in the primary sector.

Service Priorities 2021/22

The key priorities the service aims to achieve over the next financial year are:

Food & Nutrition







- **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. Due to the impact of COVID-19, full implementation is now scheduled to be completed by the revised date of August 2021.
- **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. This will assist the delivery of the new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 due to be introduced on 6 April 2021. This will be delayed in Renfrewshire due to the current COVID-19 arrangements relating to the extension of mealtimes required to limit the number of pupils attending dining halls.
- **Expansion of Free School Meals in Primary Schools** – Supporting the Scottish Government's recently announced phased introduction of free school meals to all primary school children by August 2022. This expansion will be phased in on a timetable agreed with local councils and will ensure, that those currently eligible, will get free meals throughout the school holidays. Currently all children in P1 to P3 receive free school meals and this will be expanded to P4 in August 2021.

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 and graduate apprenticeships

Period Poverty - The service continues to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the programme to prevent period poverty outlined in the Period Products (Free Provision) (Scotland) Bill, November 2020.

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 the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply	Children will be provided with healthy nutritional meals and return to school ready to learn	Lead Facilities Manager (Soft Services)	31-Mar-2022
02	Support the expansion of free school meals to all primary schools	All primary school children will benefit from a healthy meal every day which will impact positively on families' finances and wellbeing	Lead Facilities Manager (Soft Services)	August 2022
03	Support the delivery of the 1140 hours early years provision	All 3 and 4 year olds and eligible 2 year olds children will receive a hot meal to reduce the cost of childcare for parents	Lead Facilities Manager (Soft Services)	31-August 2021
04	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus, COVID-19 guidelines permitting	School meal uptake will increase, resulting in more children and young people taking healthy meals.	Lead Facilities Manager (Soft Services)	31-Mar-2022
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-2022
06	Work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the Period Products (Free Provision) (Scotland) Bill	Removal of the stigma of period poverty with young people having access to free sanitary products in schools.	Lead Facilities Manager (Soft Services)	31-Mar-2022

Performance Indicators – Tackling inequality, ensuring opportunities for all							
(PI Status:  Alert,  Warning,  OK,  Data Only)							
Performance Indicator	Frequency	Last update	Current Value	Current Target	Status	2021/22 Target	COVID-19- Impact
01 % uptake of free school meals in primary schools	Quarters	Q3 2020/21	47.2%	75%		75%	Lockdown periods and transmission of COVID-19 in the pupil population impacted on the uptake of school meals, particularly in the primary sector.
02 % uptake of free school meals in secondary schools	Quarters	Q3 2020/21	49.6%	49%		50%	

6.5 Strategic Outcome 4

Creating a sustainable Renfrewshire for all to enjoy

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 encourage people to enjoy Renfrewshire's green spaces by keeping local streets, town centres, parks and open spaces, clean and attractive.

COVID-19 Impact 2020/21

Waste services – the service continued to provide all frontline waste and commercial collection services during the pandemic. However, special uplifts were temporarily suspended from 26th March to 6th July and Household Recycling Centres temporarily closed between 23rd March and 1st June. The service has been met with several challenges while continuing to provide essential frontline services, these include:

- The requirement to maintain social distancing within vehicles for frontline collection services has increased resourcing levels and staff costs. Utilisation of staff from other service areas has also been required, mainly from StreetScene and Transport to support waste operations.
- Working practices have been reviewed to ensure staff can carry out their work safely and in line with Scottish Government guidance. Additional safety measures were implemented to ensure appropriate social distancing and hygiene standards were met.
- There has been a notable increase in the volume of waste as more people are working from home during the pandemic.

Household Waste Recycling – Analysis of weekly tonnage data has shown that certain waste streams; notably the residual, comingled food and garden and mixed plastics, cans and glass provided greater yields in 2020 compared to previous years. The temporary closure of HWRCs is likely to have an impact on the overall recycling rate. In addition, 2020 saw the first year of the Clyde Valley Waste Treatment Contract, and although we shall continue to see a reduction in the material sent to landfill, this will not necessarily provide an increase in recycling rates.

StreetScene – the service has seen increases in fly tipping since the beginning of the pandemic. Social distancing guidelines restricted the number of staff in cab which subsequently impacted on productivity levels. Staffing levels were affected as result of staff self-isolating, positive COVID-19 diagnoses and the need to provide support to other services etc. Despite these challenges StreetScene has continued to deliver key/essential services throughout the pandemic.

Inspection of Headstones and Burial Grounds – COVID-19 restrictions impacted on the inspection process during 2020/21. A new approach has been introduced following lockdown. This will allow more resource to be directed to this activity.



Social Transport - the service has assisted colleagues in Waste and StreetScene Services to ensure they are safely transported by physical distancing measures around Renfrewshire to deliver vital services.

Service Priorities 2021/22

The key priorities the service aims to achieve over the next financial year are:

- **Climate Change** – Playing an active role in support of the Council’s pledge to make Renfrewshire carbon neutral by 2030. Environment & Infrastructure will work to reduce and offset carbon emissions in Renfrewshire by:
 - enhancing the electric vehicle programme through the development of the “green” fleet and electric charging infrastructure,
 - supporting actions to develop biodiversity, wildflower meadows and tree planting,
 - exploring the opportunity to deliver largescale renewable electricity from Photovoltaic Panels (PV), and
 - investing in Renfrewshire’s Active Travel Network to identify and deliver interventions and new links.
- **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 support the Team Up to Clean Up campaign; and
 - A targeted approach on Fly-Tipping with a focus on prevention
- **Waste Strategy** – Developing the Council's waste strategy to further minimise residual waste and improve the quantity and quality of recycling materials. This will be achieved by:
 - Continue to provide a segregated collection service that can support the Deposit Return and Extended Producer Responsibility schemes and future environmental standards;
 - Carrying out education and awareness campaigns to support a green recovery following the current pandemic; &
 - Ensuring that waste processing and household waste recycling centres maximise reuse and recycling.
- **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 2021/22, 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.
- **Clyde Muirshiel Country Park** – Transfer of the Clyde Muirshiel Country Park back to the Council and managed through Environment and Infrastructure services.

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	Support of the Council's pledge to make Renfrewshire carbon neutral by 2030	Carbon emissions will be reduced and offset in Renfrewshire	Senior Leadership Team	31-Mar-2022
02	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, targeted approach to fly tipping prevention and support for community litter picks	Operations Manager	31-Mar-2023
03	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-Mar-2023
04	Implement revised grass cutting model	Improve service delivery and customer satisfaction	StreetScene Manager	1-Apr-2021
05	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
06	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)	Contribution to achieving the Council's carbon management reduction targets	Head of Operations & Infrastructure	31-Mar-2022
07	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)	The quality and quantity of recyclate will be improved and levels of residual waste reduced	Head of Operations & Infrastructure	31-Mar-2023
08	Complete the new commercial waste service model	Provide a commercial waste service tailored, to meet recycling and business needs (Paused during COVID-19)	Operations Manager	31-Mar-2022
09	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-2022

Performance Indicators – Creating a sustainable Renfrewshire for all to enjoy							
(PI Status:  Alert,  Warning,  OK,  Data Only)							
Performance Indicator	Frequency	Last update	Current Value	Current Target	Status	2021/22 Target	COVID-19-Impact
01 Street Cleanliness Score - % of areas assessed as clean	Years	2019/20	94.5%	92%		94.5%	No COVID-19 impact Possible delay to the final assessment for 2020/21 due to COVID-19 – further guidance is awaited.
02 Amount of CO ₂ emitted by the public vehicle fleet	Quarters	Q3 2020/21	2,429	2,437		3,000	In the first few months of the pandemic the amount of CO ₂ emissions was lower than average due to lockdown. Since then levels have stabilised. It may be the case that Q4 levels will be slightly greater than expected, due to number of vehicles hired in to support COVID-19 restrictions.
03 % of the vehicle fleet which uses alternative fuels, such as electricity	Quarters	Q3 2020/21	22%	22%		25%	No COVID-19 impact
04 Reduce the amount of CO ₂ emitted from public space lighting	Years	2019/20	1,493	1,700		1,500	No COVID-19 impact
05 % of bins uplifted first time	Quarters	Q3 2020/21	99.9%	99.9%		99.9%	The service was met with several challenges to ensure it continued to provide essential frontline services. However, performance was unaffected by these issues.
06 Complete Inspection process for all headstones and burial grounds	Quarters	Q3 2020/21	6%	40%		20%	Inspection process has been severely impacted by COVID. A new approach has commenced and will allow more resource to be directed to this activity.
07 % of Household Waste Recycled	Years	2020	48.9% (not yet verified)	54%		50%	Recycling levels are likely to have been impacted by COVID-19. There have been greater yields in some waste streams and the overall rate will also be affected by the temporary closure of the HWRCs.
08 % of Household waste collected which is landfilled	Years	2020	9.5% (not yet verified)	16%		9%	

6.6 Strategic Outcome 5

Working together to improve outcomes

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.

COVID-19 Impact 2020/21

Right for Renfrewshire - Renfrewshire Council's transformation programme, Right for Renfrewshire, is currently paused to allow scope to respond to the pandemic. This has impacted on the Facilities Management service redesign.

Enquiries and complaints handling - the Council introduced its new complaints handling system at the start of the first COVID-19 lockdown in April 2020. During this period staff were adapting to working on the new system whilst managing the response to the COVID -19 pandemic.


















Absence - the service experienced high levels of Covid-19 related absence cases during 2020/21. This area remains a high priority for Environment & Infrastructure to support its employees back to work, in line with the Council's supporting attendance policy.

Service Priorities 2021/22

The key priorities the service aims to achieve over the next financial year are:

- **Service Investments** – The Council's Budget for 2020/21 was approved on 4 March and included a number of key service investment priorities for 2021/22, 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.
 - delivery of the Council's capital programme
 - Carriageway Resurfacing (94 Schemes)
 - Footway Resurfacing (90 schemes)
 - Surface Treatment and Pre-Surface Dressing Patching
 - Capital Patching Schemes
 - Drainage & Environmental Network Improvements
 - Active Travel Infrastructure
 - an increased roads capital investment programme for 2021/22 of £9m.
 - open space investment of £1.5 m.
 - investment in Environment & Place and Team Up to Clean Up through a budget commitment of £2.5 million until 2022/23.
 - SPT Funding for 2021/2022.
- **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. Environment and Infrastructure will support the implementation of tranche 2 of RforR following confirmation of service redesigns which are likely to include some Operations & Infrastructure service areas with scope to be determined during 2021/22.
- **Renfrewshire Health & Social Care Partnership Strategic Plan** – Environment & Infrastructure will be fully engaged and supportive of the HSCP achieving its strategic plan priorities.
- **People Strategy** – Implement the Council's "Our People, Our Future", a new People Strategy. This five year plan will focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.
- **Absence Management** - Provide our employees with the appropriate support to manage their attendance to ensure sickness absence levels are minimised. We are working with our colleagues in HR&OD to develop and implement further measures to proactively manage absences and support staff health and wellbeing as part of the new People Strategy "Our People, Our Future".
- **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.
- **Data Analytics and Digitalisation of Service Delivery** – The service will continue to develop innovative ways of working using existing data and new technology. This will support improvement to the efficiency and performance of all service, such as cashless catering, tablet technology, and the roll out of the digitalisation to front-line services. The service will continue the roll out of Business World to all our frontline employees.
- **Communication & Staff engagement** – Embedding a new approach to how we communicate and engage with staff at all levels across the service, with a focus on listening, involving, and supporting front line employees in the context of COVID-19 restrictions and guidelines.

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, health and wellbeing	Sickness absence levels and costs will be minimised	Senior Leadership Team	31-Mar-2021
02	Implement the Council's People's Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively	Senior Leadership Team	31-Mar-2022
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-2022
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-2022
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-2022
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-2022
09	Support the Council to implement the Business World system	Ensure the full benefits of the Business World system are realised	Head of Facilities Management	31-Mar-2022
10	Embed new approaches to staff communication and engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service within COVID guidelines	Senior Leadership Team	31-Mar-2022
11	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-Mar-2022
12	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-Mar-2022
13	Review Health & Safety and Risk Assessments in line with COVID-19 requirements	Health and Safety and Risk Assessment are managed more effectively	Senior Leadership Team	31-Mar-2022
14	Ensure robust financial monitoring is in place to support the COVID-19 recovery	Services will be able to monitor and plan their resources more efficiently	Senior Leadership Team	31-Mar-2022

Performance Indicators – Working together to improve outcomes							
(PI Status:  Alert,  Warning,  OK, 							
Data Only)							
Performance Indicator	Frequency	Last update	Current Value	Current Target	Status	2021/22 Target	COVID-19 Impact
01 Average number of working days lost through sickness absence per employee (FTE) (cumulative)	Quarters	Q3 2020/21	13.3	10.2		12.7	The service had a high number of staff with COVID-19 related absence. This is reflected in the performance.
02 % of members enquiries completed within timescale by E&I	Quarters	Q3 2020/21	86%	85%		85%	No COVID-19 impact
03 % of FOI requests completed within timescale by E&I	Quarters	Q3 2020/21	97%	100%		100%	In the first few months of the pandemic staff were familiarising themselves with home working and some information proved more complex to provide in the initial stages.
04 % of front line resolutions dealt with within timescale by E&I	Quarters	Q3 2020/21	63%	85%		85%	A new complaints recording system was introduced across the Council in April 2020. Due to the pandemic and initial system development requirements it was not possible to carry out face to face formal training or utilise the system effectively. Staff were also undertaking other duties relating to the pandemic.
05 % of complaint investigations completed within timescale by E&I	Quarters	Q3 2020/21	75%	95%		95%	
06 Cost of Maintenance per Kilometre of roads	Years	2019/20	£17,932	n/a		n/a	These are annual LGBF Indicators and relate to financial year 2019/20 and therefore was before the COVID-19 pandemic. The 2021/22 data will not be published until February 2022.
07% of adults satisfied with parks and open spaces	Years	2019/20	83.77%	n/a		n/a	
08 Cost of parks and open spaces per 1,000 of the population	Years	2019/20	£25,221	n/a		n/a	
09 % of adults satisfied with refuse collection	Years	2019/20	70.63%	n/a		n/a	
10 Net cost of waste collection per premise	Years	2019/20	£67.82	n/a		n/a	
11 Net cost of waste disposal per premise	Years	2019/20	£106.52	n/a		n/a	
12% of adults satisfied with street cleaning	Years	2019/20	52.77%	n/a		n/a	
13 Net cost of street cleaning per 1,000 of the population	Years	2019/20	£5,974	n/a		n/a	