

## Notice of Meeting and Agenda Environment Policy Board

Date	Time	Venue
Wednesday, 13 May 2015	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

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

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

### Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.gov.uk/agendas](http://www.renfrewshire.gov.uk/agendas).

For further information, contact  
[democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk).

### Members of the Press and Public

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

## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Revenue Budget Monitoring Report</b>   | <b>5 - 10</b>  |
|          | Joint report by the Directors of Finance & Resources and Community Resources              |                |
| <b>2</b> | <b>Capital Budget Monitoring Report</b>   | <b>11 - 16</b> |
|          | Report by the Director of Finance & Resources   |                |
| <b>3</b> | <b>Scottish Government Low Emission Strategy</b>  | <b>17 - 26</b> |
|          | Report by the Director of Community Resources   |                |
| <b>4</b> | <b>Disposal And Demolition Of Former Operational Premises At Brodie Park</b>              | <b>27 - 30</b> |
|          | Report by the Director of Community Resources   |                |
| <b>5</b> | <b>Community Resources Risk Register – April 2015</b>                                     | <b>31 - 54</b> |
|          | Report by the Director of Community Resources   |                |
| <b>6</b> | <b>Community Resources Annual Health &amp; Safety Report 2014 And Action Plan 2015/16</b> | <b>55 - 72</b> |
|          | Report by the Director of Community Resources   |                |
| <b>7</b> | <b>Operational Performance Report</b>   | <b>73 - 84</b> |
|          | Report by the Director of Community Resources   |                |

**8      Service Improvement Plan 2015/16 to 2017/18      85 - 120**

Report by Director of Community Resources

**9      Community Resources Service Improvement Plan 2014/15   121 - 160  
to 2016/17 Outturn Report to 31st March 2015**

Report by Director of Community Resources

**EXCLUSION OF PRESS AND PUBLIC**

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

**10    Trading Organisations - Trading & Budget Monitoring  
Statements**

**(a)    Vehicle Maintenance (Transport Workshop)**

**(b)    Catering**

**(c)    Roads**






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**To:** Environment Policy Board

**On:** 13 May 2015

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

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**Heading:** Revenue Budget Monitoring to 27 February 2015

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## 1. Summary

1.1 Gross expenditure is £4,000 (0.0%) less than budget and income is £4,000 (0.0%) less than anticipated which results in a net breakeven position for those services reporting to this Policy Board.

This is summarised over the relevant services in the table below:

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

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## 2. Recommendations

2.1 Members are requested to note the budget position

2.2 Members are requested to note there have been no budget realignments processed since the last report.

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### 3. Community Resources

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

3.1	<b>Refuse Collection</b>	
	<b>Current Position:</b>	<b>Net overspend of £40,000</b>
	<b><i>Previously Reported:</i></b>	<b><i>Net overspend of £38,000</i></b>

The overspend is mainly due to lower income from trade waste and special uplifts, increased printing, stationery, and transport costs, which is partly offset by underspends on employee costs and supplies and services.

3.2	<b>Land Services</b>	
	<b>Current Position:</b>	<b>Net overspend of £40,000</b>
	<b><i>Previously Reported:</i></b>	<b><i>Net overspend of £35,000</i></b>

The overspend is due to lower recreational and cemetery income.

3.3	<b>School Crossing Patrollers</b>	
	<b>Current Position:</b>	<b>Net underspend of £31,000</b>
	<b><i>Previously Reported:</i></b>	<b><i>Net underspend of £27,000</i></b>

The underspend is due to lower than budgeted employee costs.

3.4	<b>Renfrewshire Wardens</b>	
	<b>Current Position:</b>	<b>Net underspend of £60,000</b>
	<b><i>Previously Reported:</i></b>	<b><i>Net underspend of £43,000</i></b>

The underspend is mainly due to underspends in employee and transport costs, which are partly offset by overspends in supplies and services and administration costs.

### 3.5 **Projected Year End Position**

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

## Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** - none

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## List of Background Papers

None

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**Authors:** Debbie Farrell, Finance and Resources Services Manager, Ext.7536  
David Forbes, Finance Manager, Ext.6424

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2014/2015**  
**1st April 2014 to 27 February 2015**

**POLICY BOARD : ENVIRONMENT**

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5)	£000's	Budget Variance (7)	£000's	%	
Employee Costs		24,363		21,554		21,663		(8)		21,655		(101)		-0.5%	overspend
Property Costs		1,125		706		773		(32)		741		(35)		-5.0%	overspend
Supplies & Services		4,180		3,655		3,634		(98)		3,536		119		3.3%	underspend
Contractors and Others		18,003		14,479		13,911		416		14,327		152		1.0%	underspend
Transport & Plant Costs		6,153		4,507		4,652		(136)		4,516		(9)		-0.2%	overspend
Administration Costs		10,353		360		399		89		488		(128)		-35.6%	overspend
Payments to Other Bodies		3,421		3,403		3,392		5		3,397		6		0.2%	underspend
CFCR		0		0		0		0		0		0		0.0%	breakeven
Capital Charges		6,542		0		0		0		0		0		0.0%	breakeven
<b>GROSS EXPENDITURE</b>		<b>74,140</b>		<b>48,664</b>		<b>48,424</b>		<b>236</b>		<b>48,660</b>		<b>4</b>		<b>0.0%</b>	<b>underspend</b>
Income		(21,498)		(10,109)		(9,240)		(865)		(10,105)		(4)		0.0%	under-recovery
<b>NET EXPENDITURE</b>		<b>52,642</b>		<b>38,555</b>		<b>39,184</b>		<b>(629)</b>		<b>38,555</b>		<b>0</b>		<b>0.0%</b>	<b>breakeven</b>

£000's	
<b>0</b>	<b>0.0%</b>
<b>0</b>	<b>0.0%</b>

Bottom Line Position to 27 February 2015 is breakeven of  
 Anticipated Year End Budget Position is breakeven of



**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2014/2015**  
**1st April 2014 to 27 February 2015**

**POLICY BOARD : ENVIRONMENT**

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
MSS		33	2,508	3,094	(586)	2,508	0	0.0%
Refuse Collection		4,665	3,297	3,457	(120)	3,337	(40)	-1.2%
School Crossing Patrol		646	510	479	0	479	31	6.1%
Regulatory Services		2,218	1,163	1,137	7	1,144	19	1.6%
Public Conveniences		0	0	0	0	0	0	0.0%
Refuse Disposal		7,042	5,767	5,605	162	5,767	0	0.0%
Streetscene		6,982	4,587	4,681	(71)	4,610	(23)	-0.5%
Cleaning & Janitorial		6,381	5,192	5,137	55	5,192	0	0.0%
Catering Client		3,773	3,323	3,158	165	3,323	0	0.0%
Land Services		782	(314)	(279)	5	(274)	(40)	-12.7%
Transport		1,052	760	1,041	(281)	760	0	0.0%
Renfrewshire Wardens		2,530	2,006	1,734	212	1,946	60	3.0%
Maintenance		9,367	3,719	3,740	(35)	3,705	14	0.4%
Flooding		373	133	135	(2)	133	0	0.0%
Design		0	0	0	0	0	0	0.0%
Structures		289	125	125	0	125	0	0.0%
Street Lighting		2,491	2,309	2,451	(121)	2,330	(21)	-0.9%
Traffic Management		1,343	770	770	0	770	0	0.0%
Traffic & Transport Studies		0	0	42	(42)	0	0	0.0%
Road Safety Training		0	0	0	0	0	0	0.0%
Parking of Vehicles		(680)	(647)	(677)	30	(647)	0	0.0%
Trunk Road		0	0	7	(7)	0	0	0.0%
SPTA		3,355	3,347	3,347	0	3,347	0	0.0%
<b>NET EXPENDITURE</b>		<b>52,642</b>	<b>38,555</b>	<b>39,184</b>	<b>(629)</b>	<b>38,555</b>	<b>0</b>	<b>0.0%</b>

£000's

0
0

Bottom Line Position to 27 February 2015 is breakeven of  
Anticipated Year End Budget Position is breakeven of






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**To: ENVIRONMENT POLICY BOARD**

**On: 13 MAY 2015**

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

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**Heading: Capital Budget Monitoring Report**

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**1. Summary**

- 1.1 Capital expenditure to 27<sup>th</sup> February totals £7.096m compared to anticipated expenditure of £7.123m for this time of year. This results in an under-spend position of £0.027m for those services reporting to this board, and is summarised in the table below:

<b>Division</b>	<b>Current Reported Position</b>	<b>% Variance</b>	<b>Previously Reported Position</b>	<b>% Variance</b>
Community Resources	£0.027m u/spend	0% u/spend	£0.266m o/spend	5% o/spend
<b>Total</b>	<b>£0.027m u/spend</b>	<b>0% u/spend</b>	<b>£0.266m o/spend</b>	<b>5% o/spend</b>

- 1.2 The expenditure total of £7.096m represents 75% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.
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**2. Recommendations**

- 2.1 It is recommended that Members note this report.

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### 3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Community Resources.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 27<sup>th</sup> February 2015, and is based on the Capital Investment Programme which was approved by members on 13<sup>th</sup> February 2014, and adjusted for movements since its approval.
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### 4. **Budget Changes**

- 4.1 Since the last report budget changes of £1.233m have arisen which primarily relate to:-
- The re-profiling of budget from 2014/15 to 2015/16 in the Vehicle Replacement programme (£0.657m) which reflects a small number of large vehicles.
  - Additional funding in the Vehicle Replacement programme (£0.120m) which is made up of Electric Vehicle Grant Funding (£0.038m) and a contribution from Education & Leisure (£0.082m) for vehicles which were purchased as part of the VRP Programme.
  - Additional Prudential Borrowing in the Building Services Fleet Purchase (£0.041m) for vehicles which were part of the 2013/14 programme but did not arrive until the current year.
  - The re-profiling of budget from 2014/15 to 2015/16 in the Bridge Assessment/Strengthening programme (£0.077m) in line with revised project delivery timescales.
  - The re-profiling of budget from 2014/15 to 2015/16 in the Lighting Columns Replacement programme (£0.066m) which reflects a revised programme start date.
  - The re-profiling of budget from 2014/15 to 2015/16 in the Improving Community Safety (CCTV) programme (£0.274m) in line with revised timescales for equipment installation and building works.
  - The re-profiling of budget from 2014/15 to 2015/16 in the Free School Meals Capital programme (£0.347m) in line with revised project delivery timescales.

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## **Implications of the Report**

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –  
**Greener** - Capital investment will make property assets more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.

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### **List of Background Papers**

- (a). Capital Investment Programme 2014/15 & 2015/16 – Council, 13<sup>th</sup> February 2014.

The contact officers within the service are:

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

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**Author:** *Paul Davies, Principal Accountant, 0141 618 7211, paul.davies@renfrewshire.gov.uk.*

## Appendix 1

### CAPITAL PROGRAMME 2014/15 - BUDGET MONITORING REPORT TO 27 FEBRUARY 2015 (£000s)

POLICY BOARD	Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 27-Feb-15	Spent to 27-Feb-15	Variance to 27-Feb-15	% variance	Unspent Cash Flow For Year	% Cash Spent
<i>Environment</i>	Community Resources	11,247	9,417	9,417	7,123	7,096	27	0%	2,320	75%
	<b>TOTAL</b>	11,247	9,417	9,417	7,123	7,096	27	0%	2,320	75%







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**To: ENVIRONMENT POLICY BOARD**

**On: 13<sup>TH</sup> MAY 2015**

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**Report by: DIRECTOR OF COMMUNITY RESOURCES**

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**Heading: SCOTTISH GOVERNMENT LOW EMISSION STRATEGY**

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## **1. Summary**

- 1.1 The Scottish Government has undertaken a consultation exercise to seek views on proposals to introduce a Low Emission Strategy for Scotland, with the aim of drawing together various policies which have the potential to improve air quality. The strategy also seeks to set out the contribution better air quality can make to supporting sustainable economic growth and improving the quality of life for the citizens of Scotland.
  - 1.2 Community Resources prepared a draft response to the consultation following discussion with other relevant services within the Council. The Director in consultation with the Convener of Environment Policy Board required to submit the response to meet the Scottish Government's timescales for the consultation, which closed on 10 April, with the caveat that the response had yet to be approved by the Environment Policy Board.
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## **2. Recommendations**

- 2.1 It is recommended that the Environment Policy Board approves the consultation response attached at Appendix 1 as its response to the Scottish Government consultation on the Low Emission Strategy for Scotland.
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### **3. Background**

- 3.1 Whilst it is recognised that local air quality has improved significantly in recent decades, there are still areas, particularly in towns and cities, where limits set for nitrogen dioxide (NO<sub>2</sub>) and particulate matter (PM10) are still exceeded. These pollutants are known to have an adverse effect on respiratory and cardiovascular health, particularly in those who have pre-existing conditions.
  - 3.2 The purpose of the Low Emission Strategy is to draw together various policies which have the potential to improve air quality and present these within a coherent framework. The Strategy document can be viewed on the Scottish Government website at: <http://www.gov.scot/Publications/2015/01/3287>
  - 3.3 The Strategy fits well with the Council's ongoing work to monitor air quality and to seek to work with partners to develop measures to further improve air quality in Renfrewshire.
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### **Implications of the Report**

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

**Greener** – Improving air quality is a key objective for the Greener Thematic Board. The low emission strategy should support the Council and its partners as we work towards this objective.

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 for example it is for homologation 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

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**List of Background Papers** - none

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**CONSULTATION QUESTIONS****Q1 Do you think the Mission, Vision and Objectives for the Low Emission Strategy are appropriate? If not, what changes would you suggest?**

The Mission, Vision and objectives for the strategy are welcomed. (Note, the objective Communication on Pg 4 is referred to as Collaboration on Pg 5).

**Q2 Do you think the proposed actions will deliver the Mission, Vision and Objectives? If not, what changes to the actions would you suggest? Are additional actions required? If so, please suggest what these might be.**

Table 1 – Actions proposed in the Low Emission Strategy is a useful reference as it brings all the actions referred to in the strategy together although the origins of the dates listed in Table 1 are not clear. Some of these dates may not be achievable given the short time scales for implementation, or being dependant on firstly achieving other actions.

It is noted that most of the Actions listed for *Development* are 'required', or the general tone of the text is much stronger than that of the Transport Actions, however road transport sources are the main contributory factor for the majority of air quality exceedences. In Renfrewshire, our current and potential new Air Quality Management Areas are related to volume of traffic and congestion at specific hot spot locations, likely a similar picture throughout Scotland. Action 9a requires Local Authorities to review traffic management procedures and ensure that traffic flow is optimised. In terms of Renfrewshire Council's Air Quality Management Area this may be one of the most significant measures within the strategy, aimed at addressing air pollution levels, but also one requiring significant cost and investment. A commitment from the Scottish Government/Transport Scotland to assist in resourcing this measure would be required for its successful implementation.

Buses are also a contributor to poorer local air quality within our Air Quality Management Area. It is suggested that an action requiring/encouraging partnership working between Transport Scotland /SPT, local bus operators and Local Authorities specifically in terms of air quality issues associated with public transport be included in the strategy.

Action 14k - Is it the intention of this action that Local Authorities are expected to undertake a modelling assessment to determine the impact of a development whereas currently the onus is on the developer to provide an air quality assessment? This could have significant resource implications.

**Q3 Does the Setting the Scene section accurately summarise the current policy situation? Please suggest changes if not.**

The majority of the document is background information rather than a strategy per se. The information and data in this section is useful, however, the finalised Low Emission Strategy should be used as an opportunity to create a focussed, slim line document with focus on the Way Forward section, the actions and their implementation dates.

**Q4 Does the Way Forward section give a reasonable outline of what further action is needed to deliver an effective Low Emission Strategy? Please suggest changes if not.**

Comments made in Q2 above are also relevant to this section but some specific comments are included below.

*Section 6.4 Development Tomorrow (Page 29)*

The Low Emission Strategy refers to the requirements for the preparation of development plans and consideration of 'individual planning applications'. Does the Low Emission Strategy intend that this should apply to all planning applications or just to certain significant applications? Clarification on this matter would be of assistance. Reference is also made to the planning system demonstrating how it can contribute to the **Low Emission Strategy planning objective**. It is not clear from the text exactly what this objective is; therefore further explanation would be helpful.

Page 30 refers to the development of supplementary planning guidance being prepared on a **regional** basis. This could be of assistance as there are likely to be cross boundary issues that individual local authorities need to consider. Exactly what constitutes a 'region' should be clearly outlined in the strategy. Is this referring to Strategic Development Plan (strategic development plan or Clydeplan) area, or other regional agglomerations? Noise mapping is considered on a regional basis and a similar approach may be of assistance. The Low Emission Strategy should consider the timing of the proposed regional guidance. Table 1 (Page 6) puts a deadline of 2016 on the completion of this Action. The strategic development plan is currently at the Main Issues Report stage and a Proposed Plan may be available by 2016 (no deadline is provided in the main body of the Low Emission Strategy text). The Renfrewshire Local Development Plan timetable will follow on in step with the strategic development plan. It would be of assistance if the regional guidance could be developed and introduced in a way that takes cognisance of the development plan cycle.

Page 31 considers the requirements for developing and monitoring of travel plans. Where travel plans are required, the Low Emission Strategy does not indicate who is responsible for monitoring plan implementation and to whom the results of this should be reported. Further information would be useful to make the action more meaningful. Renfrewshire Council is a major employer within the area, therefore, corporate travel planning is appropriate. There are other employers within the area, however, who also have a significant travel footprint and responsibility for creating emissions. It is recommended that the Low Emission Strategy should require other large employers to carry out travel planning. This is particularly relevant where the employee is working on a shift pattern that requires significant numbers of employees to travel at times when public transport is less frequent ie very early or very late starts and finishes.

Reference is made to establishing a potential transport emission fund on page 31 which would be used to consider in more detail the cumulative impact of incremental emissions and the impacts from individual developments. Further details about this proposal would be of assistance, particularly the mechanism for collecting the funds, how it would be administered and what size and type of development might trigger a requirement to contribute. Planning authorities are all aiming to support sustainable economic growth and are unlikely to be willing to enter into obligations or conditions on planning permission that may result in a slowing of potential growth.

Page 32 includes an action for Planning Authorities to use national modelling methodology to assess the potential impact of development on air quality. There are no details about the methodology in this consultation, therefore, it is difficult provide any comments about this action (please see the comments below).

**Q5     What are your views on the proposals for the National Modelling Framework?**

Section 7 confirms that a national modelling and assessment framework has been developed however no further details are provided.

Getting the model right and the accuracy of data feeding into it will be crucial to securing an effective Low Emission Strategy. From section 7 of the Consultation, the development of the National Modelling Framework is at a relatively early stage. A further opportunity to contribute to the development of the framework would be welcomed. Confirmation about the timescale for development, the type of data that will be required and implementation of the framework would also be of assistance. Reference is made to the synchronisation of development planning cycles (for the strategic

development plan in this instance) and air quality modelling. This is supported, as is the synchronisation of developing and implementing the Low Emission Strategy with the Local and Strategic Development Planning process.

We would suggest the National Modelling framework be subject to a further consultation with relevant organisations as soon as available.

Section 7.3 may be better placed in section 8.

**Q6 What are your views on the proposals for the National Low Emission Zone Framework?**

The consultation is proposing setting standard criteria and procedures for the establishment of Low Emission Zones to provide consistency and certainty. It is then proposed, however, that within the framework, individual or regional groupings of local authorities should develop their own approach to LEZ implementation based on their own circumstances. Would this not reintroduce a lack of consistency and certainty? Further information on this proposal would be welcomed.

On page 51 of the document, under the heading of Emission Standards, the Low Emission Strategy suggests that earlier Euro standard diesel vehicles should be retrofitted to bring them to Euro VI standard (or as close as possible to this standard). There is a concern that this could be considered too strict a standard for many vehicle operators to achieve (given that retrofitting is not always possible).

The costs associated with both implementation and management of an LEZ would be significant and clarification on availability of future funding for such schemes should be provided.

Political pressures within any LA may also have an impact on whether LEZs are implemented. There is the possibility that the introduction of such schemes would be unattractive where Local Authorities are encouraging business and people into town centre areas and an LEZ may appear a disincentive to this.

**Q7 What are your views on the proposed Key Performance Indicators? Are any different or additional Indicators required?**

An essential component of a successful strategy is a method for monitoring progress and its effectiveness however the information provided on KPIs at this stage is very limited.



Whilst KPIs are to be welcomed, another measure which is considered appropriate, would be a measure to report on progress with implementation of the action measures.

We would disagree with the statement at 9.2 advising that information required for reporting KPIs will be readily available. Much of this information will be collected by a number of bodies, outwith Local Authorities and further information on the calculation of KPIs is necessary to ensure that Local Authorities will be in a position to report on these.

The KPI for fraction of mortality attributable to particulate air pollution would be better reported by NHS health boards, given their action under 7a – *Regular scientific evaluations of the impact of the Low Emission Strategy on health will be undertaken*. If not, a method for calculating this KPI requires to be provided to Local Authorities in advance of it being implemented.

It is not clear whether the KPIs are to apply across a local authority area or only within Air Quality Management Areas and clarification on this should be provided (in relation to the percentage reductions in pollutants at each monitoring location).

## **General Comments**

The language used within the strategy refers to Local Authorities *must/will/are required* etc but it is also acknowledged that the provisions within the Low Emission Strategy are non-statutory at this time and there appears no intention to alter this status.

Clarification should be sought on requirements for Local Authorities to undertake these actions and potential consequences should timelines not be met or actions not progressed, particularly where funding/resource restrictions limit the implementation of actions.

There is concern that many of the actions will have significant financial and resource implications. Clarification should be provided to confirm whether funding will be made available to assist with implementation of actions.

For ease of reading, it would be helpful if all the figure and table headings throughout the document were before, rather after them.





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**To: Environment Policy Board**

**On: 13<sup>th</sup> May 2015**

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**Report by: Director of Community Resources**

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**Heading: Former Operational Premises at Brodie Park, Paisley**

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## **1. Summary**

- 1.1 The purpose of this report is to seek approval to declare the former park depot and pavilion site within Brodie Park, Paisley surplus to operational requirements and to instruct demolition of the buildings.
  - 1.2 The buildings sit within Brodie Park South, on Braids Road, immediately adjacent to the tennis courts as per the attached appendix 1.
- 

## **2. Recommendations**

- 2.1 It is recommended that the Environment Policy Board approves that the buildings, as referenced in paragraph 1 above and in Appendix 1 attached, are declared surplus to operational requirements and allows demolition and site clearance of area.
- 

## **3. Background**

- 3.1 The former park depot consists of three buildings;
  - an old pavilion, dating back to around 1940,
  - a large commercial pre-cast sectional garage store, and
  - a Marley type garage formally used as a messing accommodation.

- 3.2 The pavilion building is showing significant signs of wet rot in all areas containing timber, with visual evidence of significant roof leakage and a partial floor collapse.
- 3.3 The two commercial garage structures are showing signs of roof and concrete panel damage. The roofing materials on both garages contain ACM's. (Asbestos Containing Materials.)
- 3.4 The buildings have not been used for at least 5 years, are subject to vandalism, and reduce the visibility of the tennis court area of Brodie Park. The area has been subject to gathering youths and anti social behaviour, and there are concerns that the building cannot be secured against unauthorised access.
- 3.5 Community Resources has no further use for this property
- 

### **Implications of the Report**

1. **Financial** - none
2. **HR & Organisational Development** - none
3. **Community Planning**  
  
**Safer and Stronger** – the removal of these buildings will contribute to the aims that
  - Renfrewshire is known as a place where people feel safe and secure, and
  - our communities will live their lives safe from anti social behaviour
4. **Legal** – There are no restrictions on the Council in terms of demolishing these properties.
5. **Property/Assets** – There has been limited interest from local communities in using these buildings. This is due to their condition and the limited uses to which they can be put. The demolition of these properties will reduce the maintenance liabilities of the Council in terms of health and safety and security
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.
7. **Health & Safety** – none
8. **Procurement** – none
9. **Risk** – none
10. **Privacy Impact** - enter details – reference should be made to the corporate Privacy Impact Assessments (PIAs) procedure that PIAs should be conducted, by all Services, in circumstances where policies and decisions have implications for the use of personal and/or sensitive personal information held by the Council. Advice is available from the Principal Information Officer.

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**List of Background Papers - none**

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## Disposal of Brodie Park Depot and Pavilion



Author: Andy Summers

Date: 09/04/2015

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**To: Environment Policy Board**

**On: 13 May 2015**

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**Report by: Director of Community Resources**

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**Heading: Community Resources Risk Register, April 2015**

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**1. Summary**

- 1.1 In keeping with 'Risk Matters', the council's combined risk management policy and strategy, the Community Resources risk register is refreshed on an annual basis.
  - 1.2 This paper presents the Community Resources risk register from April 2015 (Appendix 1) to the Board for approval.
- 

**2. Recommendations**

- 2.1 It is recommended that the Environment Policy Board approves the Community Resources Risk Register, April 2015.
- 

**3. Background**

- 3.1 The business and social environment that the council operates within continues to be a challenging and dynamic one. The proposed Community Resources risk register from April 2015 has been updated in order to keep pace with, and accurately reflect the ongoing financial challenges, the council's key priorities and the key challenges facing Community Resources.
- 3.2 The council actively promotes sensible risk management practice. In doing so the council aims to deliver high quality services for all service users, achieve high standards of performance and provide a safe environment for those it employs, contracts or partners with in providing services.

- 3.3 The process to identify key risks seeks to focus on the significant challenges and uncertainties that may impact on the Council's ability to deliver its key priorities and is aligned to the themes of the Council's business plan.
- 3.4 The resulting Community Resources risk register is used to record, monitor and review the management of the key risks identified.
- 3.5 Risks have been evaluated using the council's risk matrix which involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High/ very high risks are viewed as significant. The profile of the Community Resources risk register going forward from April 2015 is shown in the table below:

<b>Evaluation:</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very High</b>	<b>Total</b>
<b>No. of Risks:</b>	<b>0</b>	<b>9</b>	<b>10</b>	<b>0</b>	<b>19</b>

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

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

- 3.7 The Community Resources Risk Register attached as appendix 1 reflects the services risk management focus for the forthcoming year.
- 3.8 For each of the individual risks recorded, it includes appropriate control measures are in place to prevent and/ or mitigate adverse effects. Where no new actions are defined for any particular risk, this is indicative of a level of confidence in the current control measures and a consequent decision to tolerate the risk at this time. Robust monitoring arrangements are in place to track the progress of planned actions and ensure mitigating actions are effective.



## Implications of the Report

1. **Financial** - recurring costs associated with the measures in place for each risk are considered proportionate to the level of risk, and new planned actions are also considered to be cost effective. The financial requirements to support the risk register should be met within the budget of each relevant risk owner, nevertheless, any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Director of Finance and Resources.
  2. **HR & Organisational Development** - Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.
  3. **Community Planning**  
**Safer and Stronger** - Any risks relating to the Community Planning themes are reflected within Appendix 1.
  4. **Legal** - Any risks that may have legal implications are reflected within Appendix 1.
  5. **Property/Assets** - Any property-related risks are reflected within Appendix 1.
  6. **Information Technology** - Any risks relating to ICT are reflected within Appendix 1.
  7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** - Any risks relating to health, safety and wellbeing are reflected within Appendix 1.
  9. **Procurement** - Any risks relating to procurement are reflected within Appendix 1.
  10. **Risk** - The risk scores are believed to be as realistic as possible taking account of the type of risks recorded and the effectiveness of the measures in place to manage them. Although the risks require close monitoring and scrutiny throughout the year, many are longer term risks that are likely to be a feature of the risk register over a number of years.
  11. **Privacy Impact** - Any risks relating to privacy matters are reflected within Appendix 1
-

## List of Background Papers

(a) Background Paper 1: Community Resources Risk Register 2014/15

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

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<b>Author</b>	Gerard Hannah Consumer Protection Manager 0141 618 7615 <a href="mailto:Gerard.hannah@renfrewshire.gcsx.gov.uk">Gerard.hannah@renfrewshire.gcsx.gov.uk</a>
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# Community Resources Risk Register

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April 2015

Document Title:	Community Resources Risk Register 2015			1
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

## **CONTENT**

1.	Summary update on previous year's Community Resources Risk Register	3
2.	The current business environment and key impact areas for Community Resources	4
3.	Community Resources risk profile and Top Risks going forward from April 2015	9

Document Title:	Community Resources Risk Register 2015			2
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

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

- 1.1 When the 2014/15 Community Resources risk register was approved by Board on 14 May 2014, 13 risks were recorded and the evaluation of the risks at that time outlined Community Resources risk profile as:

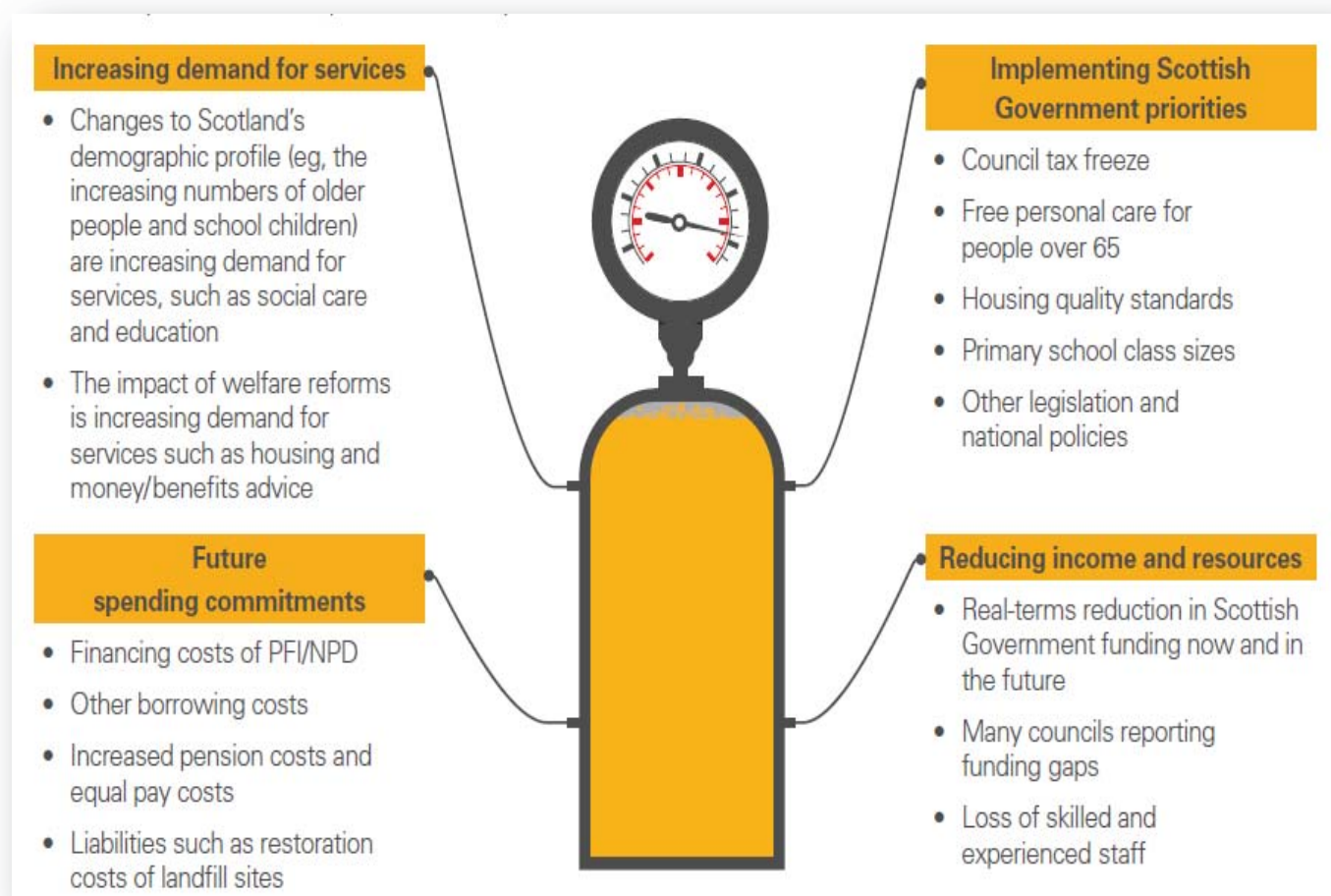
<b>Evaluation:</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very High</b>	<b>Total</b>
<b>No. of Risks:</b>	<b>0</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>13</b>

- 1.2 In relation to the service's capacity and tolerance for risk this indicated that the service had identified 13 risks (moderate and high) that could be tolerated, with none being considered very high.
- 1.3 An update report was provided to the Board on all corporate risks on 12 November 2014. At that time there were no material changes to the risks.
- 1.4 As part of the review of the corporate risk register, the land management risk, previously managed under the corporate risk register will now be managed under the Community Resources risk register. The risk has been successfully managed and monitored and could be de-escalated back to the Community Resources service risk management plan for onward review and monitoring.
- 1.5 Community Resources, in consultation with the corporate risk management group, has agreed that a number of the risks from the 2014/15 corporate risk register remain core issues for the service to address. The risks therefore continue to be reflected within the revised service risk register in order to be effectively managed in order to support Community Resources objectives.
- 1.6 It should be noted that the cost of controlling the risks and undertaking further action have been met within budget and the service has therefore continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.
- 1.7 As a result of the review of the corporate and Community Resources risk registers, combined with the service changes taking place within Community Resources the number of risks in the Community Resources risk register has increased to 19. It is important to note that this does not mean that the level of risk has increased however this process now ensures that all relevant risks can be actively monitored and addressed.

Document Title:	Community Resources Risk Register 2015			3
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

## 2. The current business environment and key impact areas for Community Resources

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



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

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

Document Title:	Community Resources Risk Register 2015			4
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

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

2.5 As in previous years, a number of methods have been employed to stimulate a thorough approach to identifying the service risks. These are outlined in Table 2.6.1 below.

**Table 2.6.1: Methodology for identifying corporate risks**

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

2.6 While the majority of the risks that feature in the revised service risk register have been rolled forward from 2014/15, the focus and scoring of some has been revised to ensure they accurately take account of any changes in context. In some cases, certain matters which were incorporated within risks have now emerged as risks requiring focus in their own right and this has resulted in an expanding service risk register for 2015 onwards.

#### 2.6.1 New risks coming onto the service risk register

##### Delivery of the Community Resources Better Council Change Programme (BCCP) –

The Community Resources BCCP and the service review programme board have been combined to ensure there is key strategic leadership of the change programme to deliver the agreed outcomes across the various workstreams.

Community Safety and Public Protection – Although community safety has played a key role in previous risk registers, it is important to have a specific risk focussed on the key role that community safety and public protection plays in meeting the Council's key priorities. Community Resources is the lead service for the community safety and public protection agenda and failure to lead on this effectively could place the council at risk of failing to protect vulnerable groups, assets, resources and infrastructure.

Document Title:	Community Resources Risk Register 2015			5
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	



Serious Organised Crime – There is new impetus to the management of this risk with the recent establishment of a new Integrity Group to appraise the council's to manage this risk and take forward any improvement actions required. The risk is included as part of the Council's corporate risk register, however in order to deliver the key operational activities it has also been included in the service risk register. The score has been increased from moderate (9) to high (12) however it should be noted that this is not in relation to increased risk in Renfrewshire but rather additional and better quality information within the council supporting a different score to that previously assessed.

### **Requirements of the Flood Risk Management Act**

The Council has a statutory requirement to publish an 18 year strategy of action to reduce overall flood risk in partnership with Glasgow City Council.

In addition, the Council also has a duty to publish a 6 year detailed plan of action, termed the Local Flood Risk Management Plan and a duty to implement resulting actions pending funding approval from Scottish Government.

A risk to the Flood Strategy / Plan production is the lack of capital funding to mitigate flood risk due to unknown procedures for funding allocation and no ring fencing proposed. Part of the risk mitigation is the implementation of the long term strategies and working with Glasgow City Council to ascertain funding allocation procedures. Additional resources have been provided to cater for legislative requirements of the Act, in particular to ensure watercourse maintenance and procurement of action allocated through Plan / Strategy production.

### **Implementation of the sustainable food strategy – paragraph from Kevin Carr**

Integrated Civil Contingencies arrangements – If civil contingency and business continuity arrangements are not embedded, regularly reviewed and tested potential disruptive events such as those reflected within the Community Risk Register, may result in the council's inability to effectively respond and manage events in a way that minimises harm to the community, our employees and the reputation of the council. The delivery of integrated civil contingencies arrangements ensures that the Council is resilient and able to respond to, and recover from incidents and maintain business continuity

Vehicle operator licence – The loss or reduction of the Council's vehicle operator licence could result in a significant adverse impact on the ability of the Council to deliver the range of services required as a result of restrictions that could be placed on the fleet.

Air Quality – If the Council is not seen to be effectively working towards meeting statutory limit values for NO<sub>2</sub>, there is a risk of reputational damage and the potential for financial penalties, depending on UK and Scottish Government decisions on how to apportion any EU fines that may be imposed on the UK for failure to comply with EU Air Quality Directives.

Document Title:	Community Resources Risk Register 2015			6
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	



Town centre improvements - The Council has made the revitalisation and regeneration of our town centre areas a key priority. Community Resources has a role in the delivery of day to day frontline services to ensure our town centre businesses are supported and encouraged through effective regulatory regimes, street cleaning and refuse collection activities and the provision of a safe place for our residents.

#### 2.6.2 Risks moving off the Community Resources risk register

PVG checks – As part of the Council's PSN accreditation, all employees across the Council completed a disclosure check and as part of the recruitment process, all new employees are disclosure checked as a matter of course before commencing employment. The process is now managed across the Council and as such can be removed from Community Resources risk register.

Failure of 3<sup>rd</sup> party suppliers – Procurement and supplier issues are now managed through well established processes. Robust arrangements are in place to cover periods of adverse weather or emergency whereby alternative arrangements can be implemented if required.

Failure to adhere to the project management framework – All Community Resources projects are managed within the revised BCCP and service review framework. All project management processes are well established and used under the direction and guidance of professional project management resources.

#### 2.6.3 Risks with updates to definition or change in focus:

Adverse weather response – The context and focus of this risk has been updated to reflect the current delivery arrangements for Civil Contingencies service from Community Resources.

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

 <b>Better Future</b>	 Increased, sustainable investment in our economy	 Reduction in the causes and impact of poverty
	 Improved health, well-being and life chances for Children and Families	 A safer and stronger Renfrewshire
	 Improved support to vulnerable adults	
 <b>Better Council</b>	 A sustainable council	 Improved information through better technology
	 Effective change management	 Smarter use of assets

Document Title:	Community Resources Risk Register 2015			7
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
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	▶ Putting customers first	▶ Communication and engagement
	▶ Investment in our people	
✔ A High Performing Council	▶ Governance and assurance	▶ Managing our performance

- 2.8 Many of the service risks continue to be inter-related and inter-dependent. Given the interdependencies between the council's opportunities, risks and benefits, the oversight that the Community Resources Senior Leadership Team and the Corporate Risk Management Group apply on an ongoing basis in terms of close monitoring and review of the corporate risks and progress of associated actions, is essential for understanding the complexity of the current risk environment of the council, particularly during a continued period of challenge and considerable organisational change.
- 2.9 On the basis of the review of the business context for the council, Community Resources, in consultation with the Corporate Risk Management Group has therefore agreed the key risks to be recorded within the Community Resources risk register going forward from April 2015.

Document Title:	Community Resources Risk Register 2015			8
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

### 3. Community Resources risk profile and Top Risks going forward from April 2015

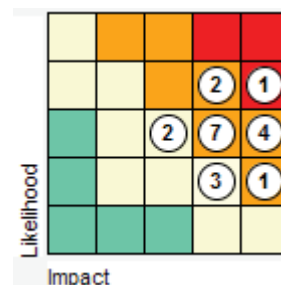
3.1 The detailed Community Resources risk register from April 2015 is provided in the attached appendix. The risk register is set out with risks aligned to the themes of the new council business plan.

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

- Table 3.2.1: the service risk profile in terms of low, moderate, high and very high risks
- Table 3.2.2: all service risk areas ranked in descending order of significance;
- Table 3.2.3: Community Resources TOP 6 risks with a brief narrative overview.

**Table 3.2.1: Corporate Risk Profile**

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



**Table 3.2.2: Community Resources risk areas in order of significance**

Risk areas	Likelihood	Impact	Score	Evaluation
3) Failure to provide safe and well maintained roads and footways	4	4	16	High
13) Failure to effectively lead on the Community Safety and Public Protection agenda	3	5	15	High
14) Failure to effectively address serious organised crime and terrorism	3	4	12	High
16) Failure to deliver the Community Resources Better Council Change Programme	3	4	12	High
12) Failure to fulfil the requirements of the Flood Risk Management Act	3	4	12	High
2) Failure to adequately manage the Linwood Moss Landfill Site	3	4	12	High
6) Failure to provide street lighting in a sustainable and economically effective manner with a financial and environmental impact	3	4	12	High
7) Inadequate maintenance and strengthening programmes leading to structural failure of bridges & other roads structures	3	4	12	High
4) Failure to Maintain Assets, prevent confidential information being lost or insufficient monitoring of contracts	3	4	12	High
18) Failure to monitor and regulate air quality levels across Renfrewshire	4	3	12	High
1) Failure to comply with the Waste (Scotland) Regulations 2012	3	3	9	Moderate
5) Failure to maintain workforce planning arrangements	3	3	9	Moderate
8) Structural failure of a reservoir leading to flooding	3	3	9	Moderate
9) Failure to improve road safety will not reduce the number of injuries and deaths to road accident	3	3	9	Moderate
10) Failure to provide a positive and sustainable environment for the regeneration of our town centres	3	3	9	Moderate
11) Failure to deliver Renfrewshire's sustainable food strategy	3	3	9	Moderate
15) Failure to develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities	3	3	9	Moderate
17) Failures in the strategy for dealing with contaminated land leading	3	3	9	Moderate

Document Title:	Community Resources Risk Register 2015			9
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

Risk areas	Likelihood	Impact	Score	Evaluation
to reputational harm and potentially significant unbudgeted costs				
18) Failure to maintain the council fleet could have an adverse impact on the Council's vehicle operator licence	3	3	9	Moderate

**Table 3.2.3: TOP 6 Community Resources Risks**

Title	Risk	Overview
Roads and Footways maintenance	<p><b>Community Resources will seek to maintain and improve the strategic road and rail connections to the wider network in order to link with the UK marketplace and beyond.</b></p> <p>The Council will continue to work in partnership with Transport Scotland, SPT, Glasgow Airport, Network Rail, Albellio and other local authorities to maintain and improve strategic transport connections. The partnership approach is essential to deliver cross boundary projects which benefit the wider network</p>	
Community Safety & Public Protection	<p><b>The Council has a public protection role relating to child and adult protection, offending behaviour and community safety. Effective partnership working with key agencies and the police is critical to ensuring risk to and from individuals is effectively managed.</b></p> <p>Community safety and public protection is a wide ranging and expanding agenda relating to the protection of vulnerable people, communities, businesses and organisations. There are some broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. The Council has effective governance structures in place to manage and deliver civil contingencies, public protection and community safety programmes that include class leading diversionary programmes, case management and referral processes.</p>	
Serious organised crime and terrorism	<p><b>Serious and organised crime is a threat to national security and costs the UK economy more than £24 billion a year. There is potential that organised crime, insider threat and corporate fraud could become an area of risk for the council.</b></p> <p>The council has a duty to protect its residents and businesses from threats such as serious and organised crime. The council has revised its approach to dealing with the issue and attempting to understand and mitigate the risks, in particular the risks with 3<sup>rd</sup> party providers and partners accessing our systems. The integrity group has been established to assess the arrangements for managing this risk and to deliver the oversight role for implementation of strategies to respond effectively to national initiatives relating to serious and organised crime.</p>	
Better Council Change Programme	<p><b>The Better Council Change Programme (BCCP) aims to change how the Council's people, assets, processes, technology and information work together, whilst ensuring that services are planned, designed and delivered in line with corporate priorities and provide Best Value</b></p> <p>The BCCP has outlined a range of options to balance the Council's budget in the context of a projected medium term deficit of up to £30 million through to 2017/18. Community Resources will play a key role in the delivery of the BCCP including leading the integration of hard and soft facilities management, the rationalisation of depots from three to one, remodelling the Council's catering service, the review of transportation and fleet and the horizontal integration of frontline roads operations within the wider service area of Amenity Services.</p>	
Flood risk management act	<p><b>Renfrewshire will work with partners in the Loch Lomond and Clyde flood risk management area joint committee to deliver the flood risk management plan.</b></p> <p>As part of the publishing of the flood risk management plan, bids will be submitted to the Scottish Government for funding to deliver flood risk management solutions.</p>	

Document Title:	Community Resources Risk Register 2015			10
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

Title	Risk	Overview
Linwood moss landfill site	<p><b>Linwood Moss landfill site ceased accepting waste in 2007, and was capped and restored in line with the Landfill (Scotland) Regulations 2003. This significant investment and site closure plan was required as the Council was not permitted to operate the site as an inert landfill site under the PPC (Pollution, Prevention Control) Regulations, 2005.</b></p> <p>The Council's general obligations under the Waste Management Licence are that the Landfill site should not:</p> <ul style="list-style-type: none"> <li>• Cause pollution of the environment</li> <li>• Cause harm to human health</li> <li>• Become seriously detrimental to the amenities of the locality</li> </ul> <p>The main focus of site activity post closure is to ensure that pollution control measures and monitoring arrangements are in place and are working effectively. This relates mainly to the management of leachate and surface water at the site, and also to the venting of landfill gas</p> <p>Through time, the volumes of leachate generated in a capped and restored landfill site should decrease. However, ongoing site monitoring processes have identified that this has <u>not</u> been the case at Linwood Moss, suggesting some other means of water ingress.</p> <p>All of the environmental monitoring data obtained is used for external regulations and assessment and can be used to demonstrate compliance with licence conditions. It will also provide information to support progress towards the surrender of the site licence.</p>	

3.3 The risk control measures planned for 2015 and beyond are shown within the Community Resources risk register in the appendix that follows. Control measures are supported by linked actions (proportionate to the level of each risk) that will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.

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

Document Title:	Community Resources Risk Register 2015			11
Service:	Community Resources	Lead Author	Gerard Hannah, Consumer Protection Manager on behalf of the Director of Community Resources	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

**Community Resources Risk Register 2015-2016**  
**Report Type: Risks Report**  
**Generated on: 30 March 2015**



Context	Risk Statement		Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CRRR1516.01	Failure to comply with the Waste (Scotland) Regulations 2012 and provide an effective and efficient refuse collection service may adversely affect the Council's refuse disposal costs		Amenity Services Manager (Waste)	*Continued monitoring of Managed Weekly Collections * 4 weekly monitoring of recycling performance in place to ensure target of 40% is achieved *Current disposal contract includes a level of diversion from landfill		03	03	9
Action Codes	Linked Actions			Latest Note		Assigned To	Due Date	Status
CRRR1516.01a	Further improve the refuse and recycling collection service to residents in the Erskine area to help increase recycling levels					Amenity Services Manager (Waste)	31 March 2016	
CRRR1516.01b	Implement a strategic approach to improving recycling to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle					Amenity Services Manager (Waste)	31 March 2016	

Context	Risk Statement		Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CRRR1516.02	Failure to adequately manage the Linwood Moss Landfill Site may lead to a pollution incident.		Amenity Services Manager (Waste)	*Regular monitoring of leachate and gas from the site. *Manual inspection of all infrastructure and telemetric system to monitor leachate levels in place.		03	04	12 High
Action Codes	Linked Actions			Latest Note		Assigned To	Due Date	Status
CRRR1516.02a	To continue monitoring of site and rectify any faults found.					Amenity Services Manager (Waste)	31 March 2016	
CRRR1516.02b	To continue to liaise with the Scottish Environment Protection Agency as regulators of the site					Amenity Services Manager (Waste)	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.03	Failure to provide safe and well maintained roads and footways which meet public expectations may lead to adverse publicity and will not support physical and economic regeneration.	Head of Amenity Services	* Safety inspections carried out to the Highway Code of Good Practice timescales and intervention levels *Partnering in the Scottish National Road Condition Survey Consultation in place with Councillor and Constituents on annual works programme * Significant investment in infrastructure in 2014/15	04	04	16 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.03a	Deliver the capital investment plans for the maintenance of roads and footpaths			Head of Amenity Services	31 March 2016	
CRRR1516.03b	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet and street lighting to ensure that whole life costs are understood and that annual investment is sustained efficiently			Head of Amenity Services	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.04	Failure to Maintain Assets, prevention of confidential information being lost or insufficient monitoring of contracts may place a financial burden on the Council	Senior Leadership Team	*Asset management plans in place; *Financial regulations are in place and adhered to*Corporate Landlord Model in place to co-ordinate all statutory Inspections; * Inventory and audit procedures implemented; * CCTV is in place throughout Renfrewshire House; *All portable electrical equipment under the control of the service is maintained by periodic testing; * Inspection programme in place for all premises. *Security arrangements are in place across Community Resources premises * Information Security Policy.	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.04a	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet and street lighting to ensure that whole life costs are understood and that annual investment is sustained efficiently			Senior Leadership Team	31 March 2016	
CRRR1516.04b	Effectively manage the four trading operations of Roads Services, Catering, Vehicle Maintenance and Building Services			Senior Leadership Team	31 March 2016	
CRRR1516.04c	Ensure all premises are inspected in line with statutory requirements			Senior Leadership Team	31 March 2016	
CRRR1516.04e	Review of information security arrangements across all Community Resources premises			Senior Leadership Team	31 March 2016	



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.05	Failure to maintain workforce planning arrangements may lead to recruitment, retention and skills issues and sickness absence levels which may impact on the service	Senior Leadership Team	* Ensure absence is being addressed through the revised supporting attendance procedures * Joint management/trade union task group established * Key tasks are identified and redistributed where appropriate. * Ensure employee issues and grievance time scales are implemented. * Established meeting protocols including Joint Consultative Board (JCB), Joint Trade Union Liaison, Services sub-group. * Regular consultations with staff and Trade Unions over proposed service changes. * Trade Unions involved in Health & Safety Committee.	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.05a	Further improve absence and overtime performance within Community Resources			Senior Leadership Team	31 March 2016	
CRRR1516.05b	Implement the performance development review process to ensure all employees have relevant development plans which are reviewed and monitored			Senior Leadership Team	31 March 2016	
CRRR1516.05c	Maintain regular engagement with the trade unions through the now established meeting forums			Senior Leadership Team	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.06	Failure to provide street lighting in a sustainable and economically effective manner will have a financial and environmental impact	Transportation Manager	* Power supply is collaboratively contracted * 5% reduction in power consumption achieved through the introduction of new technologies * Annual inspections of lighting units. * Use of non destructive testing consultants. * On site testing by Inspectors where defects are reported. * Ongoing programme of column replacement.	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.06a	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet and street lighting to ensure that whole life costs are understood and that annual investment is sustained efficiently			Transportation Manager	31 March 2016	
CRRR1516.06b	Manage our assets, including fleet and street lighting to reduce energy consumption and emissions			Transportation Manager	31 March 2016	
CRRR1516.06c	Enforce policy of restrictions and approvals for signs or additional loading on columns			Transportation Manager	31 March 2016	



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.07	Inadequate maintenance and strengthening programmes may lead to structural failure of bridges & other roads structures and affect the safety and efficiency of the road and rail network.	Transportation Manager	<ul style="list-style-type: none"> <li>* General and Principal inspections carried out to Design Manual for Roads and Bridges standards.</li> <li>* Programme of required maintenance works produced.</li> <li>* Systematic checks of capacity of structures to meet current vehicle loading standards</li> <li>* Register of road bridges, underpasses, footbridges, culverts and other road structures completed</li> <li>* Major strengthening and reconstruction works undertaken at Abercorn and Abbey Bridges</li> <li>* Programme of Scour protection works completed.</li> </ul>	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.07a	% of Council bridges failing to meet the Euro standard			Transportation Manager	31 March 2016	
CRRR1516.07b	% of Private bridges failing to meet the Euro standard			Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.08	Structural failure of a reservoir could lead to flooding	Transportation Manager	<ul style="list-style-type: none"> <li>* Design for the flood return period defined in the Reservoir Scotland Act 1975</li> <li>* Inspection regime to requirements of the Act</li> <li>* Appointment of Supervisory and Independent Panel Engineer for Reservoirs for which the Council is the Regulatory authority or Undertaker</li> </ul>	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.08a	Transfer Statutory responsibility for requirement for Structural Safety Certificates			Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.09	Failure to improve road safety will not reduce the number of injuries and deaths due to road accidents.	Transportation Manager	* Established programme of road safety training in schools * 20 mph zones introduced including first phase of statutory zones *Transportation programme implemented including traffic calming	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.09a	Deliver a the safer streets and smarter choices, smarter places programmes			Transportation Manager	31 March 2016	
CRRR1516.09b	Implement an annual programme of schemes to assist pedestrians and cyclists on road safety and to encourage more walking and cycling			Transportation Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.10	Failure to provide a positive and sustainable environment for the regeneration of our town centres may adversely affect sustainable investment in the local economy	Head of Amenity Services	*Regeneration and revitalisation of town centres *Supportive and effective regulatory regimes	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.10a	Create a positive and sustainable environment for the regeneration and revitalisation of town centres and communities through StreetScene services and a supportive regulatory regime			Head of Amenity Services	31 March 2016	
CRRR1516.10b	Delivery of better transport networks and improved road conditions in industrial estate and inward investment locations			Head of Amenity Services	31 March 2016	
CRRR1516.10c	Continue to promote participation in Best Bar None Awards.			Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.11	Failure to deliver the implementation of Renfrewshire's sustainable food strategy may have an adverse impact on the health and wellbeing of our communities	Site Services Manager		03	03	9 Moderate
<b>Action Codes</b>	<b>Linked Actions</b>		<b>Latest Note</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Status</b>
				Site Services Manager	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.12	Fulfil the requirements of the Flood Risk Management Act	Head of Amenity Services		03	04	12 High
<b>Action Codes</b>	<b>Linked Actions</b>		<b>Latest Note</b>	<b>Assigned To</b>	<b>Due Date</b>	<b>Status</b>
CRRR1516.12a	Implement a watercourse inspection regime			Head of Amenity Services	31 March 2016	
CRRR1516.12b	Reviewing development against flood risk			Head of Amenity Services	31 March 2016	
CRRR1516.12c	Approving a flood risk management plan for the Clyde and Lomond flood risk management area			Head of Amenity Services	31 March 2016	
CRRR1516.12d	Delivering the final phase of the North Renfrew flood prevention scheme			Head of Amenity Services	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.13	Failure to effectively lead on the Community Safety and Public Protection agenda may place the Council at risk of failing to protect vulnerable groups	Head of Public Protection	Daily and monthly tasking meetings *Community Safety and Public Protection Steering Group *Revised Wardens Services flexibly deployed to hotspot locations at times when service required *StreetStuff diversionary programme *CCTV * Integrated noise enforcement, youth teams and ASB teams *Links and participation on Adult Protection and Child Protection Committees.	03	05	15 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.13a	Develop and implement the refreshed approach for the Community Safety and Public Protection steering group			Head of Public Protection	31 March 2016	
CRRR1516.13b	Further develop the integrated Community Safety/CCTV hub			Head of Public Protection	31 March 2016	
CRRR1516.13c	Identify emerging trends through improved intelligence sharing and diversionary programmes			Head of Public Protection	31 March 2016	
CRRR1516.13d	Facilitate links with the Procurator Fiscal around diversion from prosecution for low level anti social behaviour neighbour disputes			Head of Public Protection	31 March 2016	
CRRR1516.13e	Enhanced public protection through delivery of effective enforcement and regulatory activities. Delivery of Building Safer Communities Programme.			Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.14	Enhance the Council's approach to addressing serious organised crime and terrorism	Head of Public Protection	Effective links with Police through 3 Council multi agency coordination linked to CCS Joint Management Board *Single Point of Contact for SOC and Terrorism *Effective links to senior officers through integrated groups.	03	04	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRR1516.14a	Deliver the Integrity Group work plan			Head of Public Protection	31 March 2016	
CRR1516.14b	Establish the Prevent Group and associated work plan.			Head of Public Protection	31 March 2016	

Context	Risk Statement		Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CRRR1516.15	Develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities supporting the Council, local businesses and communities		Head of Public Protection	*Links to key staff, availability, increased interdepartmental alliance. *Liaison with CCS maintained.		03	03	9 Moderate
Action Codes	Linked Actions			Latest Note		Assigned To	Due Date	Status
CRRR1516.15a	Ensure all relevant employees are aware of responsibilities in cases of incident response and consultation with emergency services					Head of Public Protection	31 March 2016	
CRRR1516.15b	Ensure regular service resilience management team meetings are taking place					Head of Public Protection	31 March 2016	
CRRR1516.15c	Ensure appropriate controls are in place for fuel shortages when restrictions are enforced during any period of adverse weather					Head of Public Protection	31 March 2016	
CRRR1516.15d	Ensure the Community Resources business continuity plan is prepared and implemented					Head of Public Protection	31 March 2016	

Context	Risk Statement		Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CRRR1516.16	Deliver the Community Resources Better Council Change Programme		Community Resources Strategic Change Board			03	04	12 High
Action Codes	Linked Actions			Latest Note		Assigned To	Due Date	Status
CRRR1516.16a	Complete the review of Hard and Soft FM to maximise efficiency in the delivery of management arrangements					Head of Facilities Management	31 March 2016	
CRRR1516.16b	Complete the review of Depots to integrate frontline services within the Underwood Road depot					Head of Amenity Services	31 March 2016	
CRRR1516.16c	Complete the review of roads and infrastructure to deliver integrated frontline services across Amenity Services					Head of Amenity Services	31 March 2016	
CRRR1516.16d	Complete the review of the Council fleet and transportation to maximise vehicle utilisation					Head of Amenity Services	31 March 2016	
CRRR1516.16e	Complete the review of catering in schools					Head of Facilities Management	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.17	Contaminated land issues may arise at any time in respect of the council's own land and property and that which has been sold. If there are any failures in the council's strategy for dealing with this inherent challenge, there may be reputational harm (in respect of corporate social responsibility) and potentially significant unbudgeted costs		* The contaminated land strategy is a working document which is implemented on an ongoing basis through a team of specialist contaminated land officers * Appropriate site investigations continue to be undertaken as part of the development management process. * Availability of any funding sources for contaminated land projects is investigated on a site specific basis. * Ongoing monitoring of the major site development at ROF Bishopston and purifying the relevant planning conditions * Ongoing identification of required funding for contaminated land site remediation outwith the planning remediation process where possible	03	03	9 Moderate
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.17a	Remediation works at ROF Bishopston			Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.18	If Council is not seen to be effectively working towards meeting statutory limit values for NO <sub>2</sub> , there is a risk of reputational damage and the potential for financial penalties, depending on UK and Scottish Government decisions on how to apportion EU fines should they be imposed on the UK for failing to comply with EU Air Quality Directives,		An Air Quality Action Plan for Paisley Town Centre was submitted to and approved by Scottish Government in 2014. Air Quality Specialists Ricardo AEA have been appointed to undertake modelling and source apportionment work to determine if additional areas require to be covered by an AQMA and to consider effective action plan measures.	04	03	12 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.18a	Continue to monitor air quality levels across Renfrewshire			Head of Public Protection	31 March 2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRRR1516.19	Failure to maintain the council fleet could have an adverse impact on the Council's vehicle operator licence			03	03	9 High
Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status
CRRR1516.19a				Head of Amenity Services	31 March 2016	

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**To: Environment Policy Board**

**On: 13 May 2015**

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**Report by: Director of Community Resources**

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**Heading: Community Resources Annual Health & Safety Report 2014 and  
Action Plan 2015/16**

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**1. Summary**

- 1.1 The Council's Health & Safety Policy and Plan requires that all Services produce an annual Health & Safety Plan. The Plan is attached at Appendix 1 and reports on the Health & Safety performance of Community Resources in the previous calendar year, 2014 and sets out future objectives in an Action Plan for the current financial year, 2015/16
- 1.2 In previous years, the Health & Safety plans have been produced on a calendar year basis in order to complement the corporate Health & Safety committee meeting cycle. This approach has been revised for 2015/16 where the plan will be set out in financial years to replicate the existing arrangements for all other service and operational plans.
- 1.3 Community Resources has continued to enhance the arrangements in place for the management of Health & Safety and will look to ensure continuous improvement in relation to Health & Safety performance.
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## **2. Recommendations**

- 2.1 It is recommended that the Environment Policy Board approves the Community Resources Health & Safety Report for 2014 and the Action Plan for 2015/16.

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## **3. Background**

- 3.1 Community Resources services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. The service has a gross expenditure budget of £68 million and has approximately 1,600 employees.
- 3.2 The activities delivered include safeguarding public health, protection of the environment and improving communities, whilst ensuring the Health & Safety of our employees is of paramount importance.
- 3.3 BS OHSAS 18001:2007 registration has been embedded within the Service and successfully retained in 2014. The retention of this registration reflects a strong commitment to ensuring robust, health, safety and welfare management arrangements are in place throughout Community Resources.
- 3.4 The actions outlined in the Action Plan for 2015/16 will be monitored on Covalent, the Council's performance management system and regular performance updates will be submitted to the Community Resources Senior Leadership Team to ensure key actions are implemented.
- 

## **Implications of the Report**

1. **Financial** - Continuing to improve health and safety performance will reduce accidents.
2. **HR & Organisational Development** - The report supports the Council's commitment to the health, safety and well-being of employees.
3. **Community Planning**

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



**Jobs and the Economy** – The Council recognises employees as it's most valuable asset and provides training and support for employees to ensure the organisation is viewed as a valued employer in the area.

4. **Legal** - The service will continue to comply with current Health & Safety legislation.
5. **Property/Assets** - None.
6. **Information Technology** - None.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** - The report supports and demonstrates Community Resources commitment to ensuring effective Health & Safety management.
9. **Procurement** - None.
10. **Risk** - The report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact** - None.

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List of Background Papers - none

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## **Appendix 1**

# **COMMUNITY RESOURCES ANNUAL HEALTH AND SAFETY REPORT 2014 AND ACTION PLAN 2015/16**

## **1.0 Introduction**

The Council's Health & Safety Policy and Plan requires that all Services produce an annual Health & Safety Plan. The Plan reviews the Health & Safety performance of the Service in the previous calendar year, 2014. In previous years the plan has set out the action plan for the current calendar year, however in order to bring the Health & Safety Plan in to line with other service and operational plans the action plan will be for the current financial year 2015/16. The action plan monitors the performance against key performance indicators in 2014 and allows target setting for performance in 2015/16.

The principal role and purpose of Community Resources is to provide Public Protection (consumer protection, environmental strategy and community safety), Amenity Services (roads, streetscene, waste management, refuse collection, transport), Facilities Management (soft fm – integrated janitorial, cleaning & catering and hard fm – building services and reactive maintenance within the corporate landlord). These services are provided directly to the public of Renfrewshire and indirectly through other Services and partners of the Council.

Community Resources has a gross expenditure budget of over £65 million and has approximately 1,500 employees. These wide ranging and highly visible services are delivered at over 140 Council premises, over 80,000 households and businesses and over 800km of maintained roads across Renfrewshire. Community Resources also provides statutory enforcement and related advisory/educational activities. These activities ensure the safeguarding of public health, and the protection of the environment, consumers, workers & local communities within Renfrewshire.

BS OHSAS 18001:2007 registration has been embedded within the Service and successfully retained in 2014. The retention of this registration reflects a strong commitment to ensuring robust, health, safety and welfare management arrangements are in place throughout Community Resources.

## **2.0 Management of health and safety within the Service**

### **2.1 Broad context of health and safety policy**

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

The Health & Safety Policy reflects and provides a guidance framework for the management of Health & Safety in Community Resources. The over-riding objective is to ensure that health, safety and welfare is an integral part of business and all service areas continually seek to develop a positive culture and attitude amongst its staff to achieve this.

An integrated "Quality, Health & Safety" management system has been developed as part of the continuous improvement of Community Resources our management system and is regularly updated to reflect structure changes, service improvements and enhanced service delivery arrangements.

A further review of the “Quality, Health & Safety” system will be carried out during 2015/16 in order to take account of the structural changes which have occurred within the service in recent times.

### **3.0 Organisation for Implementing Health & Safety Management**

#### **3.1 Health & Safety Committee**

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

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

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

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

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

#### **3.2 Consultation mechanisms**

Information on Health & Safety issues is communicated to employees using various internal channels such as strategic meetings, operations meetings, trade union

meetings, workload reviews, performance reviews, toolbox talks, e-mail, notice boards and plasma screens.

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

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

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

#### **4.0 Planning and setting standards**

##### **4.1 Setting of health and safety objectives**

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

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

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

##### **4.2 Training**

Training is considered to be integral to the approach to Health & Safety within Community Resources. In 2014 there has been extensive training provided in relation to Health & Safety, a summary of which is attached at Appendix 1. In particular there has been training in the following areas:

- 148 employees attended training in manual handling and postural awareness, which is a significant increase from 70 employees in 2012,
- Over 250 employees have attended a range of Health & Safety toolbox talks, in relation to COSHH, Risk Assessment and Stress Awareness
- 94 employees received training in dealing with incidents relating to violence and aggression,

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

## **5.0 Measuring performance**

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

There was sustained good performance against the key performance indicators in the plan throughout 2014. The performance report is detailed together with the action plan at Appendix 2.

### **5.2 Active monitoring**

Community Resources successfully retained the BS OHSAS 18001:2007 registration during 2014 with the service being externally audited in line with the Council wide auditing programme by NQA, the Council's external assessor.

There were 2 audit visits during 2014 covering service areas throughout Community Resources. There were 3 non-conformances and 3 opportunities for improvement. Action plans were prepared after each visit and all observations have been addressed.

In addition to external audits, internal workplace inspections are carried out by relevant Community Resources management/supervisory staff. Corporate health and safety workplace audits have also been carried out across all areas covered by Community Resources during 2014.

The Health & Safety Committee met regularly during 2014 facilitating the monitoring of health and safety performance throughout the year to ensure there is regular and focussed monitoring of the key Health & Safety activities within Community Resources.

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

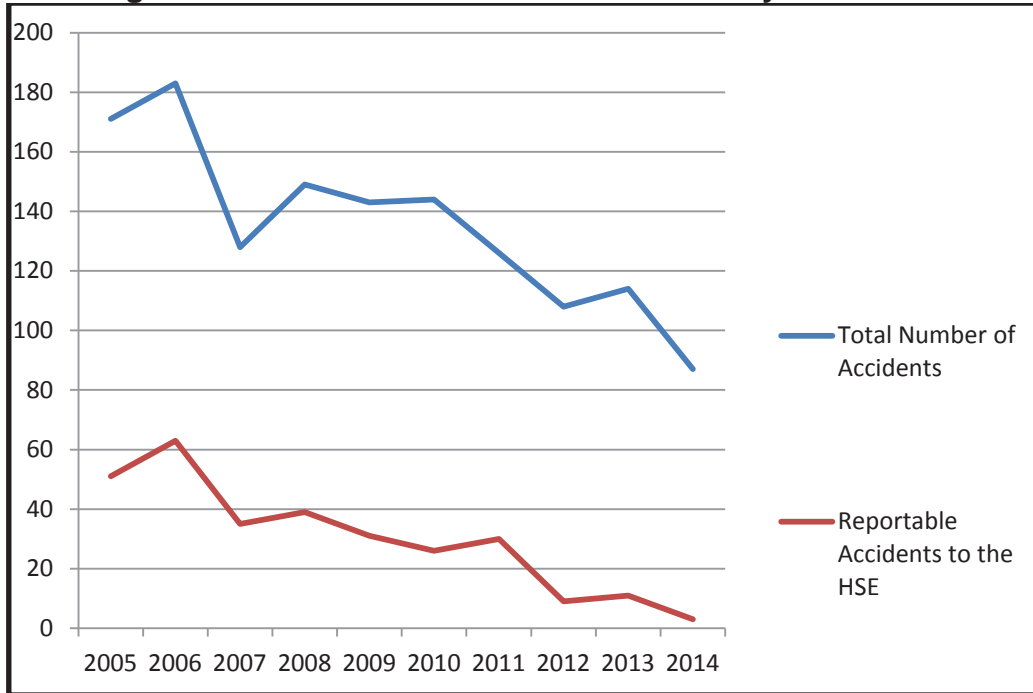
### **5.3 Re-active monitoring**

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

**Table 1: Table detailing number of accidents in Community Resources**

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total Number of Accidents	171	183	128	149	143	144	126	108	114	87
Reportable Accidents to the HSE	51	63	35	39	31	26	30	9	11	3

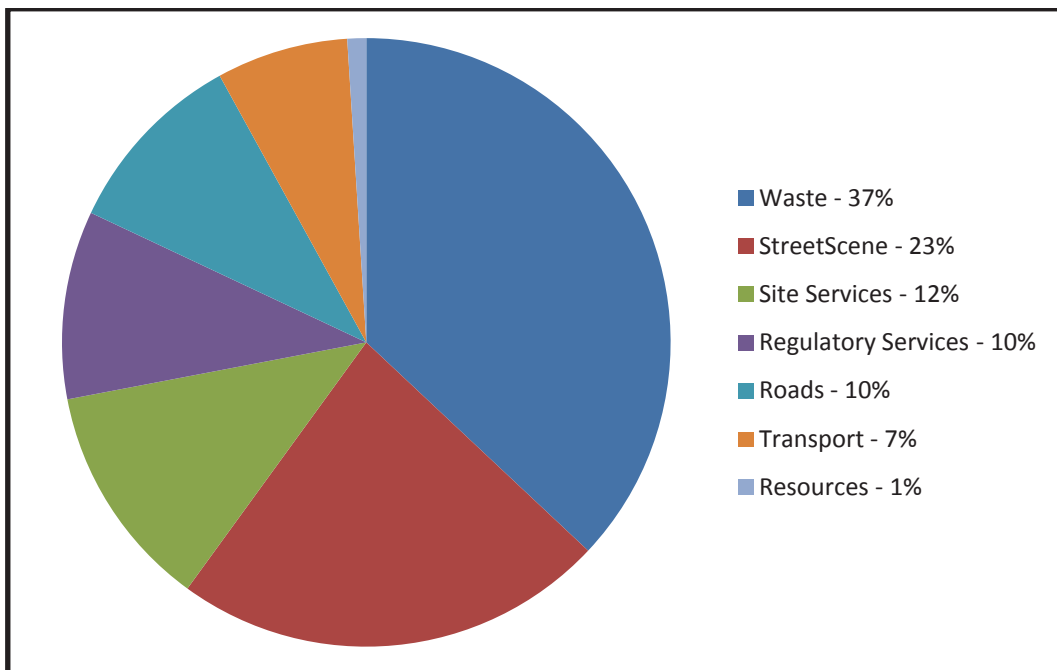
**Figure 1: Number of accidents in Community Resources**



There was a significant decrease in the number of accidents reported in 2014, when compared to 2013. There also continues to be a year on year decrease in the number of RIDDOR reportable accidents, which can be attributed to the proactive approach to accident prevention programmes.

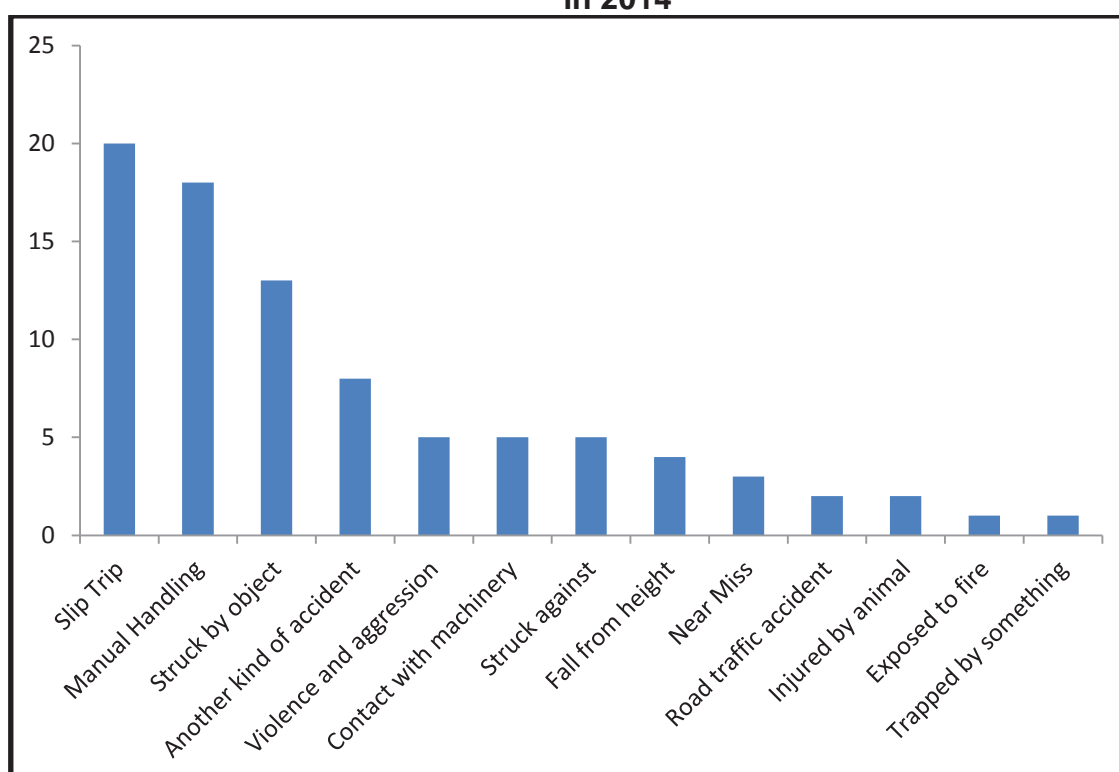
Accident trends have been analysed in 2014 and the breakdown of figures for each type of accident and service area is provided in the charts below:

**Chart 1: % of accidents in each service area in 2014**





**Chart 2: Total number of each type of accident in Community Resources in 2014**



Analysis of accident figures shows that slip/trips was the most significant type of accident across Community Resources in 2014. This is a change from recent years when manual handling has been the single biggest cause of accidents, however a significant reduction has been achieved in this area, largely due to improved training and awareness and improvement actions taken as a result of analysis of previous accident reports.

During 2014, struck by object was identified as a cause for concern, in particular in the Waste Services area. The issue was identified as bins being suddenly thrown from the vehicle and striking the operatives. There were defects identified on the garden waste vehicles and these have since been remedied. In addition, awareness sessions have been carried out with the operatives to ensure they comply with the safe working practice in terms of position when emptying bins.

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

- Slip/Trips – Slip/Trips accounted for 23% of accidents in Community Resources in 2014. Incident reviews are carried out after each accident and any required training or awareness is provided. All employees are provided with the correct personal protective equipment to carry out their tasks.
- Manual handling – 20% of all accidents in Community Resources in 2014 were attributed to manual handling. This is a 10% reduction from 2013. Whilst due to the nature of the services delivered this area will always be a significant factor in accident reporting, it is positive to note the significant reduction. Toolbox talks and training on manual handling will continue to be provided to ensure the service minimises accidents attributable to this cause.

## **5.4 Accident Reporting and Investigation**

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

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

## **6. Review of Health and Safety Management**

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

A review of the Quality and Health and Safety management system will be carried out in 2015 to reflect the operational and structural changes required following departmental and Council reviews.

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

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

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

## APPENDIX 1


### Provision of Training for January – December 2014


<u>Section 2</u>	1 <sup>st</sup> ¼	2 <sup>nd</sup> ¼	3 <sup>rd</sup> ¼	4 <sup>th</sup> ¼
Health and safety training courses available on request	Jan – Mar	Apr – June	July – Sept	Oct – Dec
COSHH awareness	0			
<u>Section 3</u>				
Any other appropriate health and safety training courses, or bespoke courses				
Elementary Food Hygiene (Refresher)	27	21	18	25
First Aid at Work – 2 Day Refresher	4	11	8	3
Manual Handling Toolbox Talk	15	6	8	26
Reverse Assistance Training	15	5	6	0
COSHH (toolbox talk)	15	7	6	2
Risk Assessment (toolbox talk)	15	4	6	2
Scottish Air Quality Seminar	1	2	0	0
Accident/Incident Reporting Tool Box Talk	21	0	6	0
2360 Excavator Training	0	0	0	2
Fire Warden Training	0	0	1	0
Driving Assessment Cat C	0	3	0	0
Induction Seasonal Staff	24	0	0	0
Induction (toolbox talk)	18	13	0	0
Violence and Aggression Tool box talk	6	2	0	0
Child Protection	1	0	0	5
Adult Protection	31	0	0	0
PA1 PAGA Spraying Cert	2	0	0	0
0216 Pesticides	2	0	0	0
Pool Plant Operation	8	0	0	0
Monitoring Signing Lighting and Guarding	7	0	0	0
Cycle Training	3	0	0	0
Display Screen Risk Assessment	1	2	0	0
RISPA Update	3	0	0	0
Collision Reduction and Safer Highways	0	1	0	0
Post Experience Collision Prevention and Reduction	0	1	0	0
FSA Cross Contamination Workshop	0	1	0	0
Cooling Tower Training	0	1	0	0
Animal Health and Illegal Importation of Cats and Dogs	0	1	0	0
Product Safety Training	0	2	0	0
Ride on Mower Training	0	4	0	0
Plant/Machine Maintenance Toolbox	0	17	0	4
Quality of Working Life Risk Assessment	0	1	0	0
Reverse Assessment and Bin Lift Training	0	2	0	0
Employee Codes of Practice Toolbox	0	8	0	0
Stress Awareness Toolbox	0	2	0	0
Safe use of forward Tipping Dumper	0	0	3	0
Driver Handbook and Digital Taco Training	0	0	20	0
First Person on the Scene Intermediate	0	0	1	0

Stray Dog Procedures	0	0	22	0
Induction Multilift XR26T55	0	0	1	0
Chikara & Mascot Pesticide Training	0	0	4	0
Protection Against Terrorism	0	0	1	0
PA1 Safe use of Pesticides test	0	0	10	0
Health Safety and Welfare – Site & General Safety	0	0	1	27
Pressure Washer Training (Graffiti)	0	0	0	3
Vehicle Tail Lift Training (Transport)	0	0	0	78

## Community Resources Action Plan 2015-2016


Health and Safety Objective	
01- Managing non-conformities resulting from internal audits and BS OHSAS 18001:2007 audits	

Linked PI Code and Title	Description	Values			Status
		Year	Value	Target	
CRHS1301 % of CR Health & Safety Audits undertaken (both internal and 3rd party)	% of Community Resources Health & Safety Audits undertaken (both internal and 3rd party)	2015		100%	
		2014	100%	100%	
		2013	100%	100%	
		2012	100%	100%	

Linked PI Code and Title	Description	Values			Status
		Year	Value	Target	
CRHS1302 % of actions, resulting from ES H&S audits, carried out on time  CRHS1303 Undertaking programme of internal audits and workplace inspections	% of actions, resulting from Community Resources Health and Safety audits, carried out on time  Ensure Non-conformances and areas for improvement identified at audits are resolved within appropriate timescales	2013			
		2015		95%	
		2014	90%	90%	
		2013	90%	85%	
		2012	80%	75%	

Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note
CR-HS-13-01-01 BS OHSAS 18001:2007 standard	Ensure BS OHSAS 18001:2007 standard is retained by Community Resources	Community Resources Health & Safety Co-ordinator	31 March 2016	

<b>Health and Safety Objective</b>
<b>02 - Monitor and review risk assessment programmes</b>

Linked PI Code and Title	Description	Values	Status	
CRHS1304 % of risk assessments reviewed on time	% of risk assessments reviewed on time			
		Value		Target
		2015		95%
		2014		90%
		2013		90%
2012	90%	80%		

Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note
CRHS13-04-01 Manual handling activities	Ensure manual handling activities have been identified and suitably risk assessed.	Community Resources Health & Safety Co-ordinator	31 March 2016	

Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note
CRHS13-04-02 Fire risk assessments	Continued co-operation with Corporate Landlord in relation to implementation of Fire Risk Assessments	Community Resources Health & Safety Co-ordinator	31 March 2016	

Health and Safety Objective					
03 – Secure a Reduction in the number of Accidents in the workplace and the resulting days lost due to accidents					
Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note	
CR-HS-13-05-01 An annual health and safety report and plan is developed for the service.	Monitoring and improving the performance indicators and actions highlighted in the annual report	Community Resources Health & Safety Co-ordinator	31 March 2016		
Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note	
CR-HS-13-05-02 Secure a reduction in the number of workplace accidents	Monitor and review the number of workplace accidents to deliver a three year downward trend in the number of accidents in the workplace	Community Resources Health & Safety Co-ordinator	31 March 2016		
Health and Safety Objective					
04 - Ensure Health & Safety Training is appropriately delivered and recorded					
Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note	
CR-HS-13-06-01 Manual Handling Training	Ensure appropriate attendance at manual handling training courses to minimise number of accidents attributed to manual handling	Community Resources Health & Safety Co-ordinator	31 March 2016		
Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note	
CR-HS-10-06-02 Toolbox Talks are carried out	Monitor and Provide toolbox talks for employees on specific activities to ensure safe working practices are followed	Community Resources Health & Safety Co-ordinator	31 March 2016		

Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note
CR-HS-13-06-03 Additional health and safety training	Ensure all Health & Safety training is adequately recorded and updated as required and a programmed of refresher training is prepared.	Community Resources Health & Safety Co-ordinator	31 March 2016	

**Health and Safety Objective**

**05 - Undertake a health and safety inspection programme**

Related Action Code	Related Action Description	Assigned To	Due Date	Latest Note
CR-HS-13-07-01 Annual health and safety inspection	Monitor the implementation of the annual corporate health and safety inspection programme for Community Resources.	Community Resources Health & Safety Co-ordinator	31 March 2016	



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**To: ENVIRONMENT POLICY BOARD**

**On: 13 MAY 2015**

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**Report by: DIRECTOR OF COMMUNITY RESOURCES**

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**Heading: OPERATIONAL PERFORMANCE REPORT**

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**1. Summary**

- 1.1 Community Resources brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on the services and key projects delivered by Community Resources.
- 

**2. Recommendations**

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

**3. Background**

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

## **4. Operational Updates**

### **4.1 Street Stuff**

- 4.1.1 Street Stuff launched a new dance class at St Peter's Primary School in Glenburn to improve girls' attendance at the award-winning activity programme. Some girls had been attending the indoor football but said they were also interested in dancing. Street Stuff listened to the girls' ideas and introduced a pilot dance class. The new dance sessions are attracting more than 40 extra young people a night, this is in addition to the regular high turnout for indoor football. The dance classes are now so popular that, on some evenings, there are more girls than boys participating at Street Stuff in St Peter's Primary School.
- 4.1.2 Street Stuff is bringing back the Youth Bus due to popular demand. The bus, kitted out with gaming equipment similar to 'the box', will provide more flexibility in terms of reaching wider areas of Renfrewshire as well as supporting the council's 'Do Your Bit' campaign. The new bus will be on the street in time for the summer programme of activities.
- 4.1.3 Street Stuff contributed as part of the Integrated Inspection of Services for Children and Young People in Renfrewshire. The visit was led by the Care Inspectorate with support from Her Majesty's Inspectorate of Constabulary for Scotland. The inspectors visited Street Stuff in February, where they saw the programme in action, engaging/interacting with young people. The inspectors attended the official launch of the Midnight Leagues at St Mirren Park, visited the Gallowhill box and St Peter's Primary School for indoor football and dance sessions
- 4.1.4 In January, Street Stuff joined the Bank of Scotland Midnight League which is a national network of five-a-side football. Scottish FA coaches run the sessions at local sports centres and other venues, usually on Friday and Saturday evenings, with teams competing in weekly leagues. This joint working initiative gives Street Stuff some additional funding to operate extra football sessions at 5 venues a week for a 12 week period.

### **4.2 Community Safety Service**

#### **Safe Kids**

- 4.2.1 The 'Safe Kids' programme was delivered throughout the month of March at St Mirren Park. All P6 pupils in Renfrewshire (almost 2000 young people) attended workshops where they received important personal safety lessons and crime prevention advice. Issues covered included personal safety in the

home, antisocial behaviour, internet safety, environmental crime, fire safety, drugs and alcohol awareness and the use of CCTV. This annual community safety educational event has now been run successfully for over 10 years. Overall, as a result of programmes of this type, incidents of youth related antisocial behaviour continue to decline year on year, with more than a 75% reduction over the past 6 years. This reduction and interactive approach has significantly helped us achieve our community plan outcomes under the key themes of 'A Safer and Stronger Renfrewshire' and 'Children and Young People'.

- 4.2.2 The Community Safety Youth Team have been continuing talks for all P7 and S1 pupils across Renfrewshire. Youth Officers advise pupils on the effects of antisocial behaviour and raise awareness of diversionary activities such as 'Street Stuff'. These educational visits operate throughout the school year.

#### **4.3 Integrated Control Room & CCTV System**

- 4.3.1 Since the last update report in January 2015, the construction works of the new integrated control room at the former District Court building in Mill Street, Paisley has commenced. In addition to the replacement of all of the existing public space cameras on the network, which has now been completed, a further 10 cameras are due for installation across Renfrewshire and discussions are at an advanced stage with the contractor to progress the delivery of this part of the CCTV project in line with the agreed timetable. Improved mobile camera functionality will be provided through the replacement of the mobile CCTV vans used within the Wardens Service. Upgraded software and functionality is already available to the control room operators through the improved system, which is producing images of a much higher quality than was previously possible. The CCTV system will continue to operate from Mill Street Police station until completion of the new integrated control room.

#### **4.4 Regulatory Services**

##### **4.4.1 Business Regulation**

Following on from the previously reported ebola incident training, the Business Regulation team devised and delivered training in February 2015 to all Environmental Health Officers who may be required to respond to an ebola incident, either at Glasgow Airport or in the wider community. The event took the form of a scenario-based workshop and included input from a consultant in public health medicine from the Public Protection Unit of NHS Greater Glasgow and Clyde Health Board.

#### **4.4.2 Trading Standards**

As part of an ongoing process, officers from Trading Standards have undertaken joint visits with Police Scotland, to residents suspected of being victims of mass media marketing fraud, i.e. telephone and postal scams. All residents on the list of suspected scam victims, provided by the National Trading Standards Scams Team have now been visited, with advice and support being offered.

Doorstep crime continues to be an issue in Renfrewshire. This type of crime covers 'bogus callers' (e.g. fake officials) and 'rogue traders' (alleged poor workmanship, overcharging or threatening behaviour). Officers from Trading Standards are taking part in enforcement activities, led by Police Scotland, to detect and deter from this type of crime.

Trading Standards have a lead role for the enforcement of Trade Marks legislation and are usually undertaken with Police assistance, particularly where warrants require to be executed on domestic premises. A warrant was recently executed on a known supplier of counterfeit goods based in Renfrewshire and, as a result, counterfeit goods were recovered with Police Scotland reporting this matter to the Procurator Fiscal.

#### **4.4.3 Environmental Improvements**

Officers from the Environmental Improvements team, together with colleagues from Development Control have attended air quality training sessions to improve understanding of the associated issues, particularly in connection with planning applications and how this impacts on surrounding areas. The aim of this training is to ensure consistency in officers' approach to dealing with planning applications within the council where air quality is a material consideration.

#### **4.4.4 Emissions Testing**

In March, Renfrewshire Wardens undertook a 2 day Vehicle Emissions patrol in Paisley town centre in partnership with Police Scotland. Police Officers were responsible for pulling over the vehicles from traffic. The wardens checked whether vehicle emissions were within the legal requirements. Of the 229 vehicles tested, only 8 failed and were issued with £60 fixed-penalty notices. The Council's licensing section also inspected 34 taxis / private-hire vehicles, with 3 notices issued for various defects, all related to vehicles licensed outwith Renfrewshire. All drivers tested were given a Greener Renfrewshire Vehicle 'Don't Be An Idler' information leaflet and an explanatory letter. The police reported 1 driver for an overweight load and issued a £100 fine and 3 points for a tyre below minimum tread.

#### **4.4.5 Fly-tipping Initiatives**

Significant progress has been made on 2 sites in Renfrewshire to combat fly tipping. The first, a secluded site off Auchenlodment Road, Johnstone has been a frequent fly-tipping area for several years. Enforcement patrols and CCTV cameras have proved ineffective in identifying perpetrators and over time the scale of fly tipping has increased significantly. In March, a multi agency initiative led by the Wardens Service was set up to resolve the problem. Working with the landowner, the Forestry Commission, and the Community Service team, the site was cleared of over 5 tonnes of material. A fence and sign to secure the site has also been erected in order to deter future fly tipping. The other site, West Ferry Car Park in Langbank, was also a fly-tipping problem area. Again a multi agency project was set up. The Community Service Unit cleared the site convincing the landowner, Transport Scotland, to fill in all the potholes. Currently Langbank Community Council is in discussions with the landowner on the future use of the land.

#### **4.4.6 Noise Action Week**

Noise Action Week 2015 is planned for 18-23 May. Here local authorities, housing providers and mediation services work to raise awareness of noise. Noise Action Week is co-ordinated by Environmental Protection UK who work year round supporting the work of professionals in noise management. It is supported by the Chartered Institute of Environmental Health and Environmental Protection Scotland. The Community Safety Partnership will support the initiative by delivering a 'roadshow' focused on domestic and commercial noise. This will travel to a different LAC (Local Area Committee) area each day during the Noise Action Week. Noise Enforcement Officers will be available to give advice to the public on noise issues.

#### **4.4.7 Stalled Spaces**

The Stalled Spaces project has now been launched. The scheme is being promoted on social media and in the press and Engage Renfrewshire is already working with a number of community groups to support them as they develop applications for suitable projects. In order to provide additional information about the project, a number of events are being arranged by Engage Renfrewshire to be held in May 2015 and these will include support and input from Architecture and Design Scotland who are administering the scheme at a national level. The first applications will be considered at the Greener Renfrewshire Thematic Board in June 2015. Applications are open to community groups for grants of between £250 and £5,000, but it is anticipated that the majority of awards will be for less than £2,000. The aim is to fund around 7-10 projects across several communities using vacant and

derelict spaces in town centres on a temporary basis to support community growth and improvement. Projects can be funded for any temporary use of the space for growing, artistic expression or other creative uses (i.e. garden, growing grounds, play park, arts project, events, etc).

#### **4.5 Amenity Services Waste**

##### **4.5.1 Improved Recycling Facilities in Erskine**

In March 2015, the Council commenced a programme to make significant improvements to waste collection and recycling in Erskine. New services are being introduced to help residents recycle more household waste. This replaces the refuse sack collections with more convenient and hygienic waste bins, with the initial phase of the infrastructure now operational.

##### **4.5.2 Garden Waste Collection Service**

This service, providing residents with a seasonal kerbside collection service for garden waste commenced on 1 March 2015 and will run until the last collection day in November.

#### **4.6 Amenity Services, StreetScene & Land Services**

##### **4.6.1 StreetScene**

StreetScene recruited over 40 seasonal operatives at the end of February, in preparation for the start of the grass cutting season. A work programme has been developed to include:

- An initial grass cut for all areas which have suitable ground conditions – this will be delayed in some areas with poor ground conditions as a result of the heavy rain at the end of February.
- Hedge cutting for garden assistance properties in Foxbar, Glenburn, Whitehaugh and Johnstone
- Carrying out the last programmed cycle of the common garden maintenance programme for 2014/15
- Carrying out herbicide application on the edges of our grassed panels
- A first grass cut on arterial routes

#### **4.6.2 Land Services**

During the last quarter, the council completed the £850,000 capital works as part of the regeneration of Knockhill Park in Renfrew, funded by the Big Lottery Fund. These works have provided the following facilities:

- a modular community hub building;
- enhanced children's play facilities;
- a trim trail track area with outdoor fitness equipment;
- upgraded path networks;
- upgraded landscaping;
- improved access;
- additional car parking;
- outdoor events area;
- improved drainage and landscaping to the existing grass kick-about pitch to provide a grass multi use sports pitch;
- a dog agility and exercise area; and
- improved lighting.

The new park is proving extremely popular with residents in Renfrewshire, and the council is confident that it will help achieve the aims of the project in terms of building capacity in the surrounding communities.

### **4.7 Amenity Services, Roads & Transportation (Fleet and Infrastructure)**

#### **4.7.1 Winter Maintenance**

Winter maintenance activities were carried out throughout March and into the start of the new financial year, in line with the Winter Maintenance Plan. StreetScene Services carried out treatment of the 96 miles of the Council's priority footpath network



#### 4.7.2 Roads Capital Programme, 2015

The Capital Resurfacing Programme was recently approved at the Environment Policy Board in March 2015, with £3.5m of capital investment approved for improvement and upgrade of the roads network across Renfrewshire. This programme of work began in April 2015.

#### 4.7.3 Roads & Transportation, Infrastructure

Work has now been completed on the replacement of Arklestone footbridge over the M8. The new Johnstone railway station car park is due to be completed in early June.

The new Turner Road off Renfrew Road in Paisley is now providing a direct link into the Chivas works and will reduce the number of movements from the Weir Street area.

Design plans have been received for housing, including further roads and footways in Howwood, Johnstone and in Paisley.

The Scottish Government have agreed funding of £161,000 from their smarter Choices, Smarter Places initiative to promote the use of existing cycle infrastructure in Renfrewshire, with the aim of reducing car dependency and improving health and fitness.

### 5. Performance Update – Indicators and Targets

- 5.1 The table below summarises target and actual performance for key performance indicators and benchmarking targets under each of the key change themes for 2014/15.

Performance Indicators and Benchmarking Targets	Target for 2014/15	Outturn 2014/15
(Traffic and Transportation) Traffic light failure - % of traffic light repairs completed within 48 hours	95%	97.1%
(Lighting) Street Lighting Indicators - % repaired within 7 days: combined faults	95%	62.4%
Percentage of household waste which is recycled	52%	48.0% (to Period 10)
Tonnage of Biodegradable Waste Landfilled	26,300	12,050 (to Period 10)



<b>Performance Indicators and Benchmarking Targets</b>	<b>Target for 2014/15</b>	<b>Outturn 2014/15</b>
Domestic Noise Complaints – Part V – the average time (hours) between time of complaint and attendance on site	1	0.46
Street Cleanliness Score - % of areas assessed as clean	90%	88.2%
Food Safety- % of broadly compliant food premises based on food business risk assessment scores	90%	85.7%
Trading Standards – Business Advice Requests completed within 14 days	100%	100%
Trading Standards – Consumer Complaints completed within 14 days	82%	81.2%
Community Resources – Sickness Absence	4%	5.2%
Grounds Maintenance - Sickness Absence	4%	3.3%
Street Cleansing - Sickness Absence	4%	3.2%
Refuse Collection - Sickness Absence	4%	4.1%
Building Cleaning and Janitorial - Sickness Absence	4%	6.4%
Renfrewshire Community Safety Service - Sickness Absence	4%	6.7%
Roads and Transportation – Sickness Absence %	4%	4.2%
Developing our workforce – number of SVQ qualifications achieved by our frontline workforce	50	43
Percentage of front line resolutions dealt with within timescale by Community Resources	100%	80%
Percentage of complaint investigations dealt with within timescale by Community Resources	100%	84%
% of Freedom of Information requests completed within timescale by Community Resources	100%	99%
% of Community Resources employees having completed IDPs (from MDP/MTIPD)	100%	87%

## Supporting Information

- **Street Lighting repairs** - have been affected by our Contractor's performance on remote footpaths. Due to health & safety concerns a previous practice of using a step ladder to access lamps in these locations has been ceased. Instead, scaffolding is used with consequent time penalties. The implications of this are under investigation.
- **Absence** - absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of the services of occupational health. In addition, absence management arrangements are being reviewed, to reflect our work within the Council's revised absence management policy and as specific to Community Resources.
- **Traffic light failure** –The percentage of traffic light repairs completed within 48 hours is 97.1%, continuing to achieve the target of 95%.
- **Tonnage of Biodegradable Waste Landfilled** – an increase in the amount of waste collected which is sent for energy from waste and the introduction of the food waste collection service have contributed to a reduction in the tonnage being sent to landfill.
- **Trading Standards business advice** – all requests for business advice have been completed within the 14 day target timescale.

## 6. Quality, Training and Development

- 6.1 Training and development of our workforce is a key priority within Community Resources. It ensures that our workforce is equipped with the appropriate skills and gains the experience necessary to deliver services safely, efficiently and effectively. 43 employees have achieved an SVQ since April 2014.

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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.

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**List of Background Papers:** None

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**To: ENVIRONMENT POLICY BOARD**

**On: 13 MAY 2015**

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**Report by: DIRECTOR OF COMMUNITY RESOURCES**

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**Heading: SERVICE IMPROVEMENT PLAN 2015/16 TO 2017/18**

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**1. Summary**

- 1.1 The Community Resources Service Improvement Plan is a comprehensive statement of what the service intends to achieve over the next three years, based on the resources likely to be available. It takes account of the themes, actions, outcomes and targets set out in the Council Plan, Single Outcome Agreement and Community Plan.
- 1.2 The attached Service Improvement Plan covers the 3 year period 2015/16 to 2017/18 and contains a strategic assessment, the service outcomes, plans for service and performance improvement, financial analysis and an action plan. The action plan is 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 against which progress can be measured.
- 1.3 The major factors that this service plan will be required to respond to are the challenging financial environment and public sector reform which will need to be driven locally as well as responding to the national agenda, and the outcomes and priorities contained within Renfrewshire's Community Plan and Council Plan 2015-18. This Service Improvement Plan sets the likely impact that these issues will have on Community Resources and our plans for addressing them
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## **2. Recommendations**

It is recommended that the Environment Policy Board

- 2.1 Approves the attached Service Improvement Plan.
  - 2.2 Agrees that progress with this plan should be reported to the Policy Board in November 2015.
- 

## **3. Background**

- 3.1 One of the purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service and to consider and develop policy options which reflect changing circumstances, both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 3.2 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans. Service Improvement Plans link Council and community planning priorities to individual development plans, so that every employee knows how they help contribute to the Council achieving its objectives.
- 3.3 The Service Improvement Plan also builds on the key achievements made over the past financial year (2014/15) which include:
  - (i) Progressing the Better Council Change Programme to support the delivery of revenue savings and make changes to the ways in which the Council's people, assets, processes, technology and information work together to create a sustainable organisational design including: the review of facilities management Hard and Soft FM including catering; transportation, fleet and roads infrastructure; and rationalisation of depots.
  - (ii) Contributing to and supporting regeneration in our town centres through improved co-ordination of waste, StreetScene, community safety, enforcement and roads and transport infrastructure.
  - (iii) Supporting the Council's Early Years (Families First) Strategy through:- provision of free meals for the most vulnerable children in early years establishments; breakfast clubs for our most vulnerable children; and free school meals during holiday periods.
  - (iv) Progressing the implementation of Renfrewshire's Sustainable Food Strategy, in partnership with NHS Greater Glasgow and Clyde, under the health improvement agenda, to tackle food poverty, promote healthy eating and expand the local food sector.
  - (v) Actively supporting Invest in Renfrewshire, particularly the Youth Employability Hub, with the creation of job opportunities for Renfrewshire's young people through a variety of employment initiatives and preparation for work schemes.

- (vi) Supporting the Competitive Dialogue Process of the Clyde Valley Residual Waste Solution initiative with partner authorities.
- (vii) Implementing the service review changes and savings approved by the Council in February 2013 and February 2014 and also the Better Council Change Programme as approved October 2014 and December 2013.
- (viii) Holding a successful showcase event at Paisley Town Hall 'Your Home, Your Street, Your Community'.
- (ix) Successfully completing, within budget, the precautionary remedial works at Erskinefauld Road, Linwood.
- (x) Progressing the redesigning of the Renfrewshire Wardens' service.
- (xi) Supporting the Renfrewshire Tackling Poverty Commission.
- (xii) Providing operational support for events in Renfrewshire including: Armed Forces Day; Sma' Shot Day; the Queen's Baton Relay; World War One Commemoration; Festive Light Switch-ons; and the Monte Carlo Rally.
- (xiii) Continued Joint Working within the Glasgow and Clyde Valley City Deal projects.
- (xiv) Holding a recognition and awards event for Community Resources employees in June 2014.

3.4 Progress on the implementation of the Service Improvement Plan will be monitored and reported to the Environment Policy Board on a six monthly basis. A review of progress will be brought to the Board in November 2015. An outturn report on the 2014/15 – 2016/17 Service Improvement Plan is contained within a separate report to this Board. This includes a full update on the action plan and the performance indicators that are used to measure progress with service outcomes

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## **4. Delivering the Council Plan**

- 4.1 The Council Plan outlines how we will contribute to delivering the right outcomes for local people and businesses. The ethos of the plan centres around A Better Future for Renfrewshire delivered through A Better Council which continues to improve and evolve its services to ensure we remain A High Performing Council. The outcomes in this Service Improvement Plan are organised around these three themes.
- 4.2 Community Resources contributes to the achievement of all of the Council Plan outcomes and has direct responsibility for the delivery of a number of key outcomes and actions. We will work toward the delivery of these outcomes and this approach will also ensure alignment with Renfrewshire's Community Plan priorities and outcomes.
- 4.3 The following are the key priority outcomes for Community Resources over the period of this Service Improvement Plan.

### **A Better Future**

- Increased, sustainable investment in our economy.
- Improved health, well being and life chances for children and families.
- A safer and stronger Renfrewshire.

- Reduction in the causes and impact of poverty.
- The environmental impact of waste generation is minimised and carbon emissions are reduced.

#### **A Better Council**

- A sustainable Council.
- Strategic change management.
- Excellent customer service.
- Investment in our people and enhanced organisational development.
- Improved information through better technology.
- Smarter use of assets.
- Successful communication.

#### **A High Performing Council**

- Robust governance and assurance.
- Improved performance management framework and approach.

4.4 The Action Plan, set out in section 6 of the attached Service Improvement Plan, details the specific actions that will be implemented over the next three years to take forward these priority outcomes. During 2015/16, the main focus of activity for Community Resources will be:

- (i) Contributing to the delivery of the Better Council Change Programme including leading the integration of hard and soft facilities management services, the rationalisation of depots from three to one, remodelling the Council's catering arrangements, the review of transportation and fleet, the redesign and integration of janitorial, cleaning and caretaking services and the integration of frontline roads operations within the wider service areas of Amenity Services.
- (ii) Creating a positive and sustainable environment for the regeneration and revitalisation of town centres and communities; delivered through street scene services and a supportive regulatory regime, contributing to the Heritage and Cultural Strategy.
- (iii) Through City Deal, assist the delivery of key strategic initiatives and projects that support investment in our economy including:
  - a link to Glasgow Airport;
  - investment in roads around Glasgow Airport;
  - a crossing of the Clyde at Renfrew; and
  - a Fastlink between Glasgow South University Hospital and Renfrew.
- (iv) Support economic regeneration and improve job creation through:
  - Regeneration and revitalisation of town centres;
  - Delivery of better transport networks; and
  - Improved road conditions in industrial estate and inward investment locations.
- (v) Lead implementation of Renfrewshire's Sustainable Food Strategy to tackle food poverty, promote healthy eating and expanding the local food sector.
- (vi) Fulfil the requirements of the Flood Risk Management Act through:
  - Implementing a water course inspection regime;
  - Reviewing development against flood risk;



- Approving a Flood Risk Management Plan for the Clyde and Lomond Flood Risk Management Area; and
  - Delivering the final phase of the North Renfrew Flood Prevention Scheme.
- (vii) Lead on the public protection agenda, working with partners to improve: Council resilience; address serious organised crime and counter terrorism; support delivery of adult and child protection arrangements; and establish an integrated community safety/CCTV control hub.
  - (viii) Continue working with our partners as part of the Street Stuff initiative, carrying out successful youth diversionary programmes in areas of concern and educational visits to local schools raising awareness of community safety issues with the aim of reducing anti-social behaviour.
  - (ix) Continue active participation in the Invest in Renfrewshire strategy through graduate internships, modern apprenticeships, TOPS initiative and the Recruit programme.
  - (x) Support the Council's Early Years Families First Strategy, through the provision of free school meals during designated holiday periods.
  - (xi) Managing the four trading operations of Roads, Catering, Building Services and Vehicle Maintenance and delivering their financial targets and service outcomes.
  - (xii) Carrying out any actions related to the establishment of the new cultural and leisure Trust.
  - (xiii) Progressing the Clyde Valley Shared Service initiative to deliver a sustainable waste solution for the Council's residual waste requirements.

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## Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2015/16.
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 service 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** – providing a public protection service for the residents of Renfrewshire and carrying out flood protection.

4. **Legal** – None.
5. **Property/Assets** – Section 5.5 of the plan sets out the asset management priorities for 2015/16.
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.

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**List of Background Papers:** None

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## Community Resources Service Improvement Plan 2015-2018

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## 1. Introduction

- 1.1 The Service Improvement Plan for Community Resources covers the period from 2015/16 to 2017/18. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available. The plan identifies the principal factors that will influence service needs, their development and delivery. It sets out the main priorities to be pursued and outcomes to be achieved over the next three years. An action plan detailing the outcomes and key tasks to achieve them is included in Section 6.
- 1.2 The major factors that this Service Improvement Plan will require to respond to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our plans for addressing them.
- 1.3 The Council has agreed both investment and savings for Community Resources over the medium term and these are reflected in this plan. The revenue estimates for Community Resources for 2015/16, are set out in Section 5 of the plan. The Council's investment priorities reflect the Council Plan, *A Better Future, A Better Council* and the outcomes the Council will deliver for local residents, communities and businesses.
- 1.4 As part of the Community Resources strategic planning process, a workshop for senior managers was held in January 2015. Actions and initiatives identified during the workshop have been reflected in this plan or the relevant operational plans, as appropriate.
- 1.5 Community Resources' employees were also given the opportunity to express their views through the continued participation in the Public Service Improvement Framework (PSIF) self assessment tool. Improvement plans have been developed for each service area and these have been reflected in the Service Improvement Plan process.
- 1.6 Renfrewshire's Community Plan was approved in 2013 and sets out an ambitious vision to improve the quality of life in Renfrewshire. The partners have agreed a number of challenging and aspirational outcomes with the Council's commitments rooted in the Council Plan. The Council's new plan for action for 2014-2017, *A Better Future, A Better Council* was approved in December 2013 and outlines how Renfrewshire Council will contribute to delivering improved outcomes for local people and businesses with the continuing transformation of the Council at its core. These priorities are embedded in Community Resources' strategic planning framework with our activities as detailed in the action plan, aligned to that of the Council Plan to ensure we are delivering the Council's priorities.
- 1.7 The principles of public service reform will continue to underpin all that we do. Whilst focussing on delivering improved outcomes for local communities, Community Resources will seek early intervention and preventative measures; work with partners

whenever we can; continue to improve performance; and prioritise workforce planning and development.

- 1.8 Community Resources' key service outcomes are set out in Section 4 and are expanded in the action plan. They relate directly to the outcomes of the Council Plan and the relevant outcomes and targets contained within the Community Plan and the Single Outcome Agreement.

## **2. Role of Community Resources and Key Service Activities**

- 2.1 The principal role and purpose of Community Resources is to provide Community Safety, Regulatory Services (consumer protection and environmental strategy), Amenity Services (waste management and refuse collection), StreetScene (street cleansing, grounds maintenance) Land Services (parks & cemeteries), Transport (vehicle maintenance, fleet management and social transport), Roads Services (road system and infrastructure management, road safety, transport strategy, flood prevention and street lighting) and Site Services (facilities management services of integrated janitorial, cleaning, catering, building services, elements of corporate landlord and school crossing patrollers).
- 2.2 Community Resources' services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. The service contributes to the development of corporate policies and initiatives and the maintenance of effective working relationships with our partners and other organisations to deliver services throughout Renfrewshire. These services are delivered by approximately 1,600 employees employed on a full-time or part-time basis with a gross expenditure budget of £68 million. These wide ranging and highly visible services are delivered at around 140 Council premises, to over 80,000 households and businesses with more than 800km of roads and transport structure being maintained across Renfrewshire. Community Resources also provides statutory enforcement and related advisory/educational activities. These activities ensure the safeguarding of public health, and the protection of the environment, consumers, workers and local communities within Renfrewshire. Section 3 of this plan details case studies that highlight how Community Resources is making a difference for residents, business and communities.
- 2.3 Community Resources also has an active role in supporting elected members and plays a key role within the five local area committees. The service has an important role in the delivery of the outcomes and targets for Renfrewshire as set out in the Single Outcome Agreement, Community Plan and Council Plan. In addition, Community Resources leads on the Community Plan Thematic Boards of Safer and Stronger Renfrewshire and Greener Renfrewshire.

Community Resources has four main service areas:

## **Amenity Services: Waste, StreetScene & Land Services and Roads & Transportation**

The key responsibilities for Amenity Services include:

- Flood prevention and the maintenance of bridges, rivers and water courses;
- The management and delivery of waste and recycling management services;
- Maintaining roads, pavements, parks, play areas, open spaces and cemeteries across Renfrewshire;
- Ensuring Renfrewshire's streets and town centres are clean and litter free;
- Maintaining the Council vehicle fleet and providing a social transport service to social work centres and assisted special needs schools;
- Maintaining the street lighting network;
- Delivering road safety programmes and Green Travel Planning in partnership with schools, community groups and private partners.

## **Public Protection:- Environmental Health, Trading Standards, Civil Contingencies and Community Safety.**

The key responsibilities of Public Protection include:

- Protecting public health and community safety through the Renfrewshire Wardens' Service;
- Delivering a comprehensive civil contingency capability across the communities of Renfrewshire, Inverclyde and East Renfrewshire which responds to, prepares for and recovers from disruptive events;
- Providing environmental protection support to improve private sector housing standards and conditions in houses in multiple occupation;
- Implementation of the Council's Contaminated Land Strategy and the maintenance of air quality across Renfrewshire;
- Providing occupational health and safety enforcement and food hygiene inspections in relevant work premises to protect employees, workers and the general public within Renfrewshire;
- Providing consumer protection through Trading Standards.

## **Facilities Management, Hard & Soft FM: Site Services, Building Services and Corporate Landlord**

The key responsibilities of Facilities Management include:

- The provision of healthy school meals in our nursery, primary, secondary schools and assisted special needs schools;
- Providing an integrated soft facilities management service including janitorial; caretaking; cleaning; catering, letting, school crossing patrol service and housekeeping services at Council premises;
- Delivering a repair and maintenance service for all Council owned properties in Renfrewshire including: the Council's housing stock; schools; public halls; libraries; and offices;
- Strategic lead of the Schools' PPP Project contract management arrangements.

## **Resource Services**

The key responsibilities of Resource Services include:

- Financial management;

- Policy and performance management;
- Developing budget and service planning strategies;
- Employee training and development;
- Managing the Council's trading operations namely Catering, Roads Services, Vehicle Maintenance and Building Services.

## **Key Achievements**

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.

2.6 The key achievements for Community Resources will be more fully detailed in the Service Improvement Plan Outturn report for 2014/17 which will be submitted to the Policy Board in May 2015.



### **3. Three Year Strategic Assessment**

- 3.1 The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below. These have been prioritised to reflect the key issues which Community Resources will be focussing on in the first year of this Service Improvement Plan as well as the ongoing issues that will be taken forward over the full period of the plan.

#### **National Context**

- 3.2 The current economic climate in the UK means that the Council and the wider public sector face a number of financial pressures and challenges in both the medium and long term. Community Resources will help deliver for the Council significant financial efficiency savings over the medium term. In order to identify and deliver efficiencies, the service will continue to review its services to help the Council manage this reduction in resources and increasing demand pressures.
- 3.3 The service improvement plan takes account of key national reviews and policies foremost among these is public sector reform which has clear implications for the future delivery of public services against a backdrop of increasing demand for services and demographic change and diminishing resources.
- 3.4 It is also likely that changes in the political and national policy environment arising from the Smith Commission will have an impact on the Council. In addition the significant changes to the benefits system, arising from the Welfare Reform Act, will continue to be felt across Renfrewshire.
- 3.5 A number of national policy developments will have a specific impact on Community Resources over the period of the plan. These include:
- The Community Empowerment (Scotland) Bill – the Scottish Government are introducing a bill that is designed to strengthen community participation, unlock community development and renew communities. This will have implications for the service as a consequence of a move towards community ownership and the rights of communities to take responsibility for assets and services (in particular parks, play areas and elements of StreetScene activities).
  - National Waste Strategy – the Waste (Scotland) Regulations signify a landmark step-change in the way individuals and businesses in Scotland manage their waste. The regulations are designed to make the most of the fact that waste is a valuable resource which, when treated appropriately, holds the potential to significantly boost Scotland's economy and create green jobs. These regulations have a significant impact on Renfrewshire's strategic waste strategy and service delivery over the next five years and will also impact on the Council's carbon strategy and targets.
  - Flood Prevention Act - Renfrewshire will work with partners in the Loch Lomond and Clyde Flood Risk Management Area Joint Committee to deliver

the Flood Risk Management Plan. Following publication of the plan, bids will be submitted to the Scottish Government for funding to deliver flood risk management solutions.

- 3.6 In addition, we will continue to implement the provision of the Equality Act 2010. Community Resources has integrated these duties into normal working practices and continues to undertake equality and human rights impact assessments when considering future policy, budget and service changes.

### **Local Context**

- 3.7 Community Resources' service improvement plan outlines the actions we will take to deliver the outcomes of the Community Plan/Single Outcome Agreement and the Council Plan. Taken together these documents provide a clear strategic planning framework for the service.
- 3.8 **Better Council Change Programme** - The Better Council Change Programme was established to ensure the Council could remain financially sustainable, whilst delivering on its strategic objectives. A number of work streams were created to deliver these objectives. Community Resources will contribute to the wider objectives and will also lead on the following reviews of: merging the management arrangements for the delivery of hard and soft facilities management services, the rationalisation of depots from three to one, the remodel of the Council's catering arrangements, the review of transportation and fleet, the redesign and integration of janitorial, cleaning and caretaking services and the integration of frontline roads operation within the wider service areas of Amenity Services.
- 3.9 **Glasgow and Clyde Valley City Deal** – the City Region Infrastructure Fund is a partnership with Councils across the conurbation to deliver £1.13bn of infrastructure investment to accelerate economic growth. Community Resources will assist with the delivery of strategic transport schemes including the Clyde Waterfront/Renfrew Riverside , the Glasgow Airport Access Strategy and the Fastlink Project
- 3.10 **Roads and Lighting Infrastructure** – Community Resources will seek to maintain and improve the strategic road and rail connections to the conurbation and to the wider motorway and rail network in order to link with the marketplace in the UK and beyond. We will also maintain our road network based on the most efficient whole life costs. The service is progressing a Street Lighting Strategy for Renfrewshire. The strategy will bring forward both an Outline Business Case and Detailed Business Case for lamp replacement with more efficient LEDs to reduce energy and maintenance costs.
- 3.11 **Public Protection** – The Public Protection agenda, at a national level, is focussed on the need to respond effectively to counter terrorism and tackle serious organised crime. Community Resources is leading on the development of more integrated public protection services, building on the proven success of the joined up CCTV and Community Safety service hub and daily tasking process. Over the next year the service will be fully integrating the Council's civil contingencies arrangements into

other efforts to protect our communities and deliver a safer and stronger Renfrewshire. There will also be significant additional partnership working, especially with Police Scotland.

- 3.12 **Tourism Framework and Paisley Town Centre Cultural & Heritage Asset Strategy** – Community Resources will contribute to the work being undertaken by the Council to ensure the successful delivery of these initiatives.
- 3.13 **Invest in Renfrewshire and Regeneration** – Invest in Renfrewshire is a commitment bringing together Renfrewshire Council and the area's business community with the aim of reducing youth unemployment and growing the local economy. Community Resources will assist in the Council's significant investment in the scheme with the aim of creating more job opportunities for Renfrewshire's young people and actively preparing them for the world of work. The service will continue to be actively involved in the scheme through modern apprenticeships, graduate internships and the TOPS (Training Opportunities in the Public Sector) initiative to improve youth employability.
- 3.14 **Future Model for Community Justice in Scotland** – The Scottish Government is preparing to implement a new model for Community Justice Authorities in 2016/17. It is proposed the new local arrangements will be embedded within Community Planning partnerships.
- 3.15 **Early Years Strategy (Families First)** – Families First is the Council's programme for Renfrewshire's families to help build a better future for our children. The programme draws upon the Early Years Framework and will boost the life chances of children by: improving early education; supporting families and impact directly on a child's ability to learn and develop their potential. The key areas of the strategy which Community Resources will help deliver are:
- Free meals for the most vulnerable children in early years establishments
  - Breakfast clubs for our most vulnerable children
  - Free school meals and activities during holiday periods
- 3.16 **Sustainable Food Strategy** – Community Resources has led on the development of a Sustainable Food Strategy for Renfrewshire in partnership with Engage Renfrewshire and the local Community Health Partnership. The aim of the strategy is to tackle food poverty and improve access to healthy food; boost the local food sector and create employment opportunities and promote food growing and community enterprise models around food. The strategy will be implemented further during 2015 and integrated within the Community Planning Partnership.
- 3.17 **Connect Renfrewshire Strategy** – The strategy sets out the Council's approach to information technology, giving greater emphasis to the value of information as a key corporate asset. Community Resources will contribute to the delivery of the strategy for improving the customer experience, adopting agile working practices and developing its information assets.

- 3.18 **Workforce Planning** – The Council's Organisational Development Plan, as being reviewed and refreshed, linked to the Better Council Programme, will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints. Community Resources will ensure that the key objectives of the Council Plan are delivered and that effective workforce planning is central to any service changes over the next three years.
- 3.19 **Cultural and Leisure Services** – Community Resources will support the required actions, in partnership with Renfrewshire Leisure Limited (RLL), to facilitate the successful transition to the new Trust for Culture and Leisure Services Renfrewshire.
- 3.20 **Clyde Valley Shared Service Residual Waste Project** – Community Resources will work with its partners in East Dunbartonshire, East Renfrewshire, North Ayrshire and North Lanarkshire Councils to deliver the shared service residual waste project to ensure compliance with the landfill ban to be introduced in January 2021 and to contribute to the National Zero Waste targets.
- 3.21 **Implementation of Health and Social Care Integration in Renfrewshire** – Community Resources will support, where appropriate, the Health and Social care integration to ensure the delivery of good outcomes for the adults receiving health and social care services in Renfrewshire.
- 3.22 **Tackling Poverty Commission** – The Council established a Commission to carry out a strategic assessment of the nature, causes and impact of poverty in Renfrewshire. Community Resources will support the Commission's findings and work with Community Planning partners to develop an action plan to deliver its outcomes.

#### **4. Delivering the Council Plan**

- 4.1 The Council Plan, 'A Better Future, A Better Council', outlines the organisation's improvement agenda over the period 2014-2017. Demands on public services are ever growing and are set alongside significant pressures on public finances. Therefore, to achieve positive outcomes, and to deliver the best for communities and residents, the Council will need to develop new ways of working and deliver services with a strong focus on prevention and partnership working.
- 4.2 The Council Plan outlines how we will contribute to delivering the right outcomes for local people and businesses. The ethos of the plan centres around *A Better Future* for Renfrewshire delivered through *A Better Council* which continues to improve and evolve its services to ensure we remain *A High Performing Council*. The outcomes in the plan are therefore organised around these three themes.
- 4.3 Community Resources contributes to the achievement of all of the Council Plan outcomes and has direct responsibility for the delivery of a number of key outcomes and actions. This section details the Council plan and service outcomes that Community Resources aims to achieve over the period of this plan. Details of the actions that we will undertake to achieve these outcomes are contained in the action

plan at section 6 as well as in other strategic and operational plans. In addition Community Resources will be actively involved in developing and delivering the Council's future change programme.

- 4.4 This Service Improvement Plan details how Community Resources will contribute to and deliver the key strategic priorities and outcomes of the Council Plan and Renfrewshire's Community Plan/Single Outcome Agreement. More details of how this will be achieved at an operational level can be found in the individual service area operational plans, the structure of which reflect the three main Council Plan themes:

**A Better Future**

- Increased, sustainable investment in our economy
- Improved health, well being and life chances for children and families
- A safer and stronger Renfrewshire
- Reduction in the causes and impact of poverty
- The environmental impact of waste generation is minimised and carbon emissions are reduced

**A Better Council**

- A sustainable Council
- Strategic change management
- Excellent customer service
- Investment in our people and enhanced organisational development
- Improved information through better technology
- Smarter use of assets

- Successful communication

**A High Performing Council**

- Robust governance and assurance
- Improved performance management framework and approach

## 5. Resource Analysis

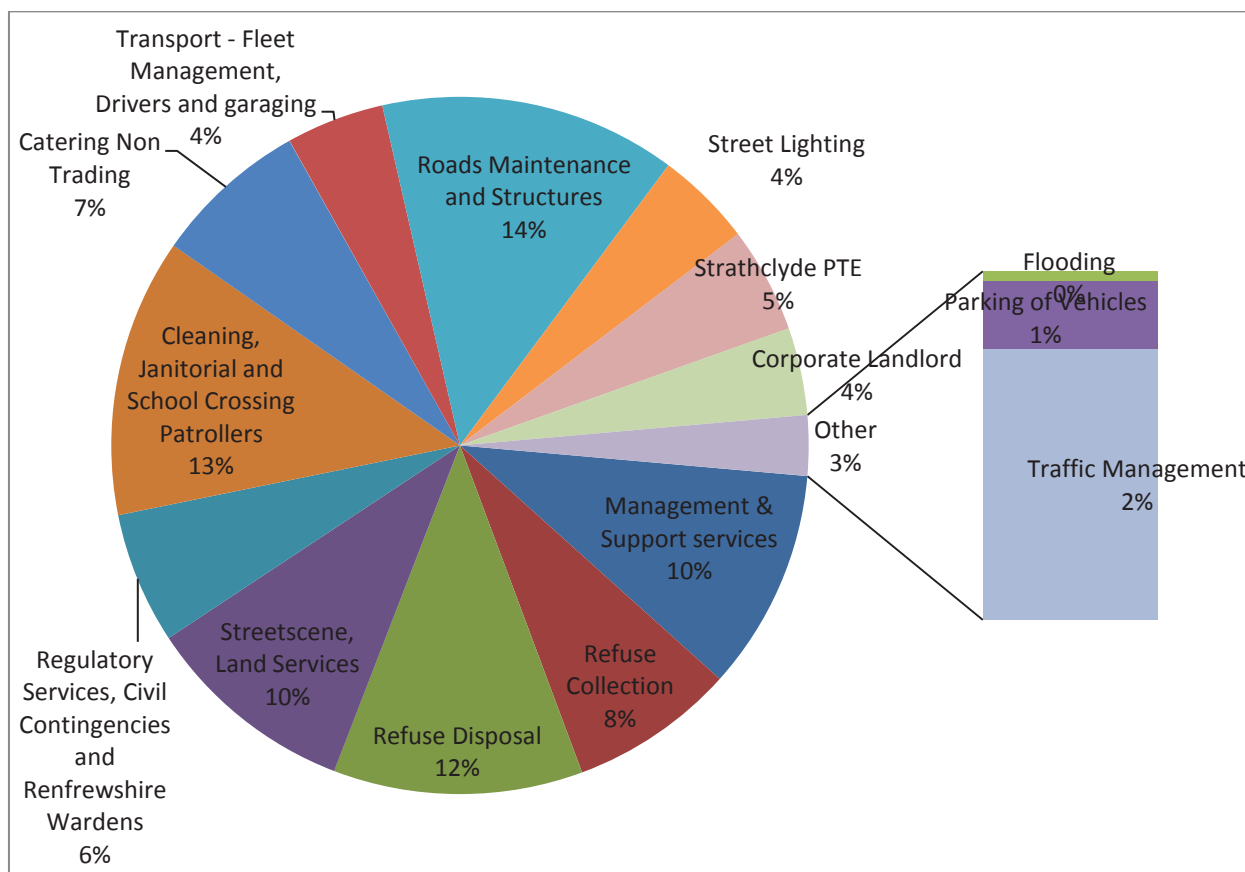
- 5.1 The table and chart below illustrates the Community Resources Revenue Estimates for 2015/16 across each service area.

**Table 1: Gross Revenue Estimates 2015/16**

Service Activity	Budgeted Gross Revenue Expenditure 2015/16	
	£000	%
Management & Support services	7,002	10.3%
Refuse Collection	5,224	7.7%
Refuse Disposal	7,884	11.6%
StreetScene	6,211	9.1%
Regulatory Services	1,415	2.1%
School Crossing Patrollers	602	0.9%
Cleaning and Janitorial	8,198	12.0%
Catering Non Trading	4,897	7.2%
Land Services	492	0.7%
Transport - Fleet Management	1,910	2.8%
Transport - Drivers and Garaging	1,183	1.7%
Renfrewshire Wardens	2,526	3.7%
Flooding	56	0.1%
Parking of Vehicles	373	0.5%
Roads Maintenance	9,120	13.4%
Roads Structures	277	0.4%
Street Lighting	3,040	4.5%
Traffic Management	1,477	2.2%
Strathclyde PTE	3,355	4.9%
Civil Contingencies	223	0.3%
Corporate Landlord	2,759	4.0%
<b>Total</b>	<b>68,225</b>	<b>100.0%</b>



**Chart 1: Gross Revenue Estimates 2015/16**



5.2 The following table illustrates the Community Resources Revenue Estimates for 2015/16 in terms of the type of expenditure.

**Table 2: Gross Revenue Estimates by type of expenditure 2015/16**

	Gross Revenue Estimates 2015/16	
Area of Activity	£000	%
Employee Costs	23,808	34.9%
Property Costs	3,611	5.3%
Supplies and Services	4,353	6.4%
Contractors	17,213	25.2%
Transport and Plant	4,766	7.0%
Administrative Costs	4,457	6.5%
Payments to Other Bodies	3,446	5.1%
Capital Charges	6,571	9.6%
<b>Total</b>	<b>68,225</b>	<b>100.0%</b>

### 5.3 Resource Implications

The service issues to be addressed within the Community Resources Action Plan will be met from the agreed Revenue Estimates and from funding allocated through the Capital Investment Plan. The decisions made as part of the Revenue Estimates process for 2015/16 are included in the above tables.

- 5.4 The Capital Investment Programme for the period 2015/16 agreed by the Council on the 12 February 2015, and led by Community Resources includes;

**Table 3: Capital Investment Programme 2015/16**

<b>Project Title</b>	<b>Programme 2015/16 £000s</b>
Vehicle Replacement	1,500
Improving Community Safety	250
Cycling, Walking & Safer Streets	262
Roads & Footpaths	3,500
Bridge Assessment / Strengthening	1735
Lighting Columns	750
North Renfrew Flood Prevention	2,645
<b>Total Capital Programme</b>	<b>10,642</b>

## 5.5 Asset Management

- It was agreed at the Council meeting that a further £0.5 million will be invested in the roads and footpath network taking the capital investment programme for 2015/16 to £3.762 million.
- A review of depots will be progressed to rationalise the number of depots from three to one, by accommodating services provided at Scotts Road and Clark Street depots within the Underwood Road depot.
- An Outline Business Case and Detailed Business Case are being progressed to set out a Street Lighting Strategy for Renfrewshire ie progressing the proposed replacement of conventional street lamps across Renfrewshire with more energy and cost effective LED alternatives.



## 6. Community Resources Action Plan 2015/16 – 2017/18

- 6.1 Community Resources has identified 16 service outcomes which are aligned with the Council plan themes and outcomes. The action plan sets out the specific actions will be undertaken to deliver these outcomes.

A Better Future					
Outcome - Increased, sustainable investment in our economy					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
1	Jobs and the economy	Create a positive and sustainable environment for the regeneration and revitalisation of town centres and communities; delivered through StreetScene services and a supportive regulatory regime.	2015/18	Head of Amenity Services/ Head of Public Protection	Town centres and communities are well maintained, free of crime and clean & attractive to support trade and increased inward investment.
2	Empowering communities	Promote community/partnership participation and involvement to attract additional investment in the local environment.	2015/18	Amenity Services Manager (StreetScene & Land Services)	Increased investment in parks and play areas. Measure - increased level of investment and community involvement.
3	Jobs and the economy	Assist with the delivery of City Deal initiatives including: a link to Glasgow airport; <ul style="list-style-type: none"> <li>investment in roads around Glasgow airport;</li> <li>a crossing of the Clyde at Renfrew; and</li> <li>a Fastlink between Glasgow South University Hospital and Renfrew.</li> </ul>	2015/18	Head of Amenity Services	Delivery of the City Deal and Fastlink projects. Measured increase in jobs across the conurbation and improved connectivity.

<b>Outcome - Increased, sustainable investment in our economy</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
4	Jobs and the economy	Support economic regeneration and improve job creation through the: <ul style="list-style-type: none"> <li>• Regeneration and revitalisation of town centres,</li> <li>• Delivery of better transport networks, and</li> <li>• Improved road conditions in industrial estate and inward investment locations.</li> </ul>	2015/18	Head of Amenity Services	Job opportunities and economic activity are maximised through improved road and transport infrastructure.
<b>Outcome - Improved health, well being and life chances for children and families</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
5	Children and young people	Lead implementation of Renfrewshire's Sustainable Food Strategy to tackle food poverty, promote healthy eating and expanding the local food sector.	March 2016	Head of Facilities Management / Site Services Manager	Increased access to healthy food.

<b>Outcome - Reduction in the causes and impact of poverty</b>					
<b>Action ref</b>	<b>Link to Community Plan Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsible Officer</b>	<b>Outcome</b>
6	Jobs and the economy	Active participation in the Invest in Renfrewshire strategy to support young people into work.	March 2016	Senior Leadership Team	Contribute to increasing employability and employment opportunities for young people in Renfrewshire.
7	Children and young people	Provide free school meals during designated holiday periods as part of the Families First project.	Ongoing	Site Services Manager	Increase in the number of children provided with healthy meals.

<b>Outcome - A safer and stronger Renfrewshire</b>					
<b>Action ref</b>	<b>Link to Community Plan Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsible Officer</b>	<b>Outcome</b>
8	A safer and stronger Renfrewshire	<p>Fulfil the requirements of the Flood Risk Management Act through:</p> <ul style="list-style-type: none"> <li>• Implementing a water course inspection regime;</li> <li>• Reviewing development against flood risk;</li> <li>• Approving a Flood Risk Management Plan for the Clyde and Lomond Flood Risk Management Area; and</li> <li>• Delivering the final phase of the North Renfrew Flood Prevention Scheme.</li> </ul>	2015/18	Head of Amenities / Services / Transportation, Infrastructure Manager	<p>Measures:</p> <ul style="list-style-type: none"> <li>• Delivering local authority responsibilities required by the Flood Risk Management (Scotland) Act;</li> <li>• Liaising with partners including Scottish Water and SEPA to ensure all Flood Act requirements are achieved</li> <li>• Conclude the North Renfrew Flood Prevention scheme.</li> </ul>

<b>Outcome - A safer and stronger Renfrewshire</b>						
<b>Action ref</b>	<b>Link to Community Plan Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsible Officer</b>	<b>Outcome</b>	
9	A safer and stronger Renfrewshire	Lead on the public protection agenda, working with partners to improve: Council resilience; address serious organised crime and counter terrorism; support delivery of adult and child protection arrangements; and further develop an integrated community safety/CCTV control hub.	2015/18	Head of Public Protection	<ul style="list-style-type: none"> <li>Improved public safety,</li> <li>Embedded adult and child protection arrangements,</li> <li>Reduction in anti-social behaviour,</li> <li>Reduction in serious organised crime and counter terrorism.</li> </ul>	
10	A safer and stronger Renfrewshire	Identify emerging trends through improved intelligence sharing and the provision of youth diversionary programmes to reduce anti social behaviour.	2015/18	Community Safety Service Manager	Increased youth diversionary activities and awareness of community safety issues.	
11	A safer and stronger Renfrewshire	Work with Engage Renfrewshire and Renfrewshire Community forum to improve empowerment and linkage to deliver successful community led projects.	Ongoing	Head of Public Protection	Increased community and partnership working.	
12	A safer and stronger Renfrewshire/ A greener Renfrewshire	Work with the Scottish Government National Safer and Stronger Communities Programme Board's initiative 'Building Safer, Greener Communities' programme within the Ferguslie Park and Johnstone areas.	March 2016	Head of Public Protection	Our communities are safer, greener and better places to live.	

<b>Outcome - A safer and stronger Renfrewshire</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
13	A safer and stronger Renfrewshire	Enhanced public protection through delivery of effective enforcement and regulatory services in environmental health and trading standards.	2015/18	Head of Public Protection	Improved public protection support delivered for local communities and businesses.
14	A safer and stronger Renfrewshire	Develop integrated and resilient civil contingencies arrangements across Renfrewshire and its neighbouring authorities supporting the Council, local business and communities.	2015/18	Head of Public Protection	Integrated and resilient civil contingency arrangements are developed and maintained, both locally and nationally.

<b>Outcome - The environmental impact of waste generation is minimised and carbon emissions are reduced</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
15	A greener Renfrewshire	Manage our assets including fleet and street lighting to reduce energy consumption and emissions.	2015/18	Head of Amenity Services & Head of Facilities Management	Contribute towards achieving the Council's carbon reduction targets.
16	A greener Renfrewshire	Having a residual waste treatment and disposal facility fully operational by 2021 as part of the Clyde Valley Waste Management solution, to ensure that all waste collected by partner Councils is diverted from landfill.	2015/18	Head of Amenity Services / Amenity Services Manager (Waste)	Reduction in the amount of waste which is landfilled and improved recycling rates.

<b>Outcome - The environmental impact of waste generation is minimised and carbon emissions are reduced</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
17	A greener Renfrewshire	Review the waste service to ensure an effective and efficient service is provided to encourage behavioural change and promote the waste hierarchy of reduce/reuse/recycle through providing recycling services for glass, recyclates, garden and food waste.	March 2017	Head of Amenity Services / Amenity Services Manager (Waste)	Reduction in the amount of waste which is landfilled and improved recycling rates.

<b>A Better Council</b>					
<b>Outcome - A sustainable Council</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
18	Linked to Council Plan	Manage the four trading operations of: Roads Services; Catering; Vehicle Maintenance; and Building Services, and achieve their financial and operational targets.	March 2016	Head of Facilities Management / Head of Amenity Services / Finance & Resource Services Manager	Financial targets achieved & competitiveness demonstrated: <ul style="list-style-type: none"> <li>Financial surpluses are in line with the budget; &amp;</li> <li>Performance indicators achieved.</li> </ul>

<b>Outcome - Strategic change management</b>						
<b>Action ref</b>	<b>Link to Community Plan Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsible Officer</b>	<b>Outcome</b>	
19	Linked to Council Plan	Support corporate reviews as part of the Better Council Change Programme.	2015/18	Senior Leadership Team	Improved services and more efficient use of resources.	
20	Linked to Council Plan	Complete the review of hard and soft facilities management as part of the Better Council Change Programme to reduce cost through the merging of management arrangements.	March 2017	Head of Facilities Management	Improved services and lower costs	
21	Linked to Council Plan	Complete the review of depots as part of the Better Council Change Programme to integrate front line services within the Underwood Road depot.	March 2017	Head of Amenity Services	Increased utilisation of property assets and lower costs.	
22	Linked to Council Plan	Complete the review of roads and infrastructure as part of the Better Council Change Programme to deliver integrated front line services within the wider services of Amenity Services.	March 2017	Head of Amenity Services / Roads & Transportation, Fleet Manager	Improved service delivery arrangements and more effective use of resources.	
23	Linked to Council Plan	Complete the review of the Council fleet and transportation as part of the Better Council Change Programme to maximise vehicle utilisation.	March 2017	Head of Amenity Services / Roads & Transportation, Fleet Manager	Improved utilisation of drivers and vehicles	
24	Linked to Council Plan	Complete the review of catering as part of the Better Council Change Programme.	August 2015	Head of Facilities Management / Site Services Manager	Improved catering arrangements and increased uptake of paid and free meals.	



<b>Outcome – Excellent customer service</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
25	Linked to Council Plan	Continue to consult our customers and use feedback to influence how services are configured and delivered.	2015/18	Senior Leadership Team	Responsive, well designed services with high customer satisfaction levels.

<b>Outcome - Investment in our people and enhanced organisational development</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
26	Linked to Council Plan	Further improve absence performance within Community Resources.	March 2016	Senior Leadership Team	Increased productivity and lower absence costs.
27	Linked to Council Plan	Effective management of overtime working levels	March 2016	Senior Leadership Team	Reduced overtime costs
28	Linked to Council Plan	Maintain effective communications with employees including regular engagement with the trade unions through the now established meeting forums.	2015/18	Senior Leadership Team	Improved communication with employees.



<b>Outcome - Investment in our people and enhanced organisational development</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
29	Linked to Council Plan	Implement the performance development review process to ensure all employees have relevant development plans which are regularly reviewed and monitored.	March 2016	Improvement Development Manager	Staff are developed and equipped with the skills and knowledge to fulfil their roles and responsibilities.

<b>Outcome - Improved information through better technology</b>					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
30	Linked to Council Plan	Contribute to the delivery of the Connect Renfrewshire Strategy to improve the customer experience; adopt agile working practices; and develop information assets.	2015/18	Senior Leadership Team	Services are delivered efficiently and effectively

<b>Outcome – Smarter use of assets</b>					
<b>Action ref</b>	<b>Link to Community Plan</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsible Officer</b>	<b>Outcome</b>
31	Linked to Council Plan	Develop asset management plans for roads, infrastructure, parks and open spaces, fleet, street lighting; to ensure that whole life costs are understood and annual investment is sustained at the most efficient level.	2015/18	Head of Amenity Services	Assets utilisation is increased and assets are managed efficiently and effectively.
32	Linked to Council Plan	Continue to monitor the schools' PPP contract to improve service delivery standards.	2015/18	Site Services Manager	Improved service delivery arrangements are in place.

<b>Outcome – Successful communication</b>					
<b>Action ref</b>	<b>Link to Community Plan Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsible Officer</b>	<b>Outcome</b>
33	Linked to Council Plan	Plan effective communication activities to support the services priorities and outcomes using the most effective communication channels and technologies.	2015/18	Senior Leadership Team	Residents and communities are well informed of service arrangements.

A High Performing Council					
Outcome – Robust governance and assurance					
Action ref	Link to Community Plan Outcome	Action	Timescale	Responsible Officer	Outcome
34	Linked to Council Plan	Develop and maintain: <ul style="list-style-type: none"> <li>• quality assurance and self evaluation frameworks,</li> <li>• health and safety accreditations, and</li> <li>• staff and customer service national accreditations.</li> </ul>	March 2016	Senior Leadership Team	Areas of improvement are identified to improve service delivery arrangements.

Outcome – Improved performance management framework and approach					
Action ref	Link to Community Plan	Action	Timescale	Responsible Officer	Outcome
35	Linked to Council Plan	Provide resources, as required, over the next three years for delivery of the election process in Renfrewshire.	2015/18	Senior Leadership Team	Resources an operational support provided to the election process.
36	Linked to Council Plan	Ensure benchmarking and performance management information is used effectively to support service improvement.	2015/18	Planning and Performance Manager	Areas of improvement are identified and service delivery arrangements are more efficient.

## 7. Community Resources Service Improvement Plan 2015-2018 Scorecard



PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

### Priority 1. A Better Future

#### Local Outcome 01: Increased, sustainable investment in our economy

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16 Target	2016/17 Target	2017/18 Target
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall	Years	2014/15	37.5%	36%		36%	35%	35%
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads	Years	2014/15	26.3%	26%		26%	25%	25%
03	(Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads	Years	2014/15	29.6%	26%		26%	25%	25%
04	(Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads	Years	2014/15	39.5%	35%		35%	35%	35%
05	(Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads	Years	2014/15	39.3%	32%		36%	36%	36%
06	% of whole road network treated	Years	2014/15	3.9%	3%		3%	3%	3%
07	(Traffic & Transportation) Traffic Light Failure % of Traffic Light Repairs completed within 48 hrs	Quarters	2014/15	97.1%	95%		95%	95%	95%
08	(Lighting) Street Lighting Indicator(% repaired within 7 days : combined faults)	Quarters	2014/15	62.4%	95%		95%	95%	95%











### Priority 1. A Better Future




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

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16 Target	2016/17 Target	2017/18 Target
09	Catering Trading Operations - free meals - uptake of entitlement	Quarters	2014/15	68.7%	71%		72%	73%	75%







### Priority 1. A Better Future

#### Local Outcome 03: A safer and stronger Renfrewshire

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16 Target	2016/17 Target	2017/18 Target
10	Percentage of adults who agree that Renfrewshire is a safe place to live.	Years	2014/15	80%	44%		45%	47%	tbc
11	% of adults who agree with the statement "I am satisfied with my neighbourhood as place to live".	Years	2014/15	79%	84%		80%	85%	86%
12	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service	Quarters	2014/15	1,887	2,200		1,800	1,700	1,600
13	Domestic noise complaints - the average time (hours) between the time of the complaint and attendance on site	Quarters	2014/15	0.46	1		1	1	1
14	Number of air quality management areas within Renfrewshire	Years	2014/15	1	1		1	1	1
15	% of air quality monitoring sites which exceed nitrogen dioxide limits	Years	New from 2015/16	New from 2015/16			22%	22%	22%
16	Air quality - nitrogen dioxide value of sites exceeding limits	Years	New from 2015/16	New from 2015/16			46	45	44
17	Food Safety - % of broadly compliant food premises based on food business risk assessment scores	Quarters	2014/15	85.7%	86%		86%	86%	86%
18	Food Safety - % of premises which currently achieve a Pass rating	Quarters	New from 2015/16	New from 2015/16			97%	97%	97%
19	Trading Standards - business advice requests completed within 14 days	Quarters	2014/15	100%	100%		100%	100%	100%
20	Trading Standards - consumer complaints completed within 14 days	Quarters	2014/15	81.2%	82%		82%	82%	82%
21	Number of people killed in road traffic accidents in Renfrewshire	Years	New from 2015/16	New from 2015/16			n/a	n/a	n/a

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16 Target	2016/17 Target	2017/18 Target
22	Number of people seriously injured in road traffic accidents in Renfrewshire	Years		New from 2015/16			n/a	n/a	n/a
23	Number of children killed in road traffic accidents in Renfrewshire	Years		New from 2015/16			n/a	n/a	n/a
24	Number of children seriously injured in road traffic accidents in Renfrewshire	Years		New from 2015/16			n/a	n/a	n/a

**Priority 1. A Better Future**  
**Local Outcome 04: The environmental impact of waste generation is minimised and carbon emissions are reduced**














Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16 Target	2016/17 Target	2017/18 Target
25	% of household waste recycled	Quarters	2014	46.6%	52%		52%	55%	55%
26	% of all waste collected which is landfilled	Years	2014	31.5%	36.0%		36.0%	35.0%	34.0%
27	Street Cleanliness Score - % of areas assessed as clean	Years	2014/15	88.2%	90%		90%	90%	90%
28	% of the vehicle fleet which uses alternative fuels, such as electricity	Years	2014/15	3.8%	2.25%		2.5%	2.75%	3%
29	Amount of CO <sub>2</sub> emitted by the public vehicle fleet	Years	2014/15	3,570	3,450		3,170	3,060	2,950
30	Reduce the amount of CO <sub>2</sub> emitted from public space lighting.	Years	2014/15	7,778	6,980		6,720	6,451	6,000

**Priority 2. A Better Council**  
**Local Outcome 07: A sustainable Council**












Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16 Target	2016/17 Target	2017/18 Target
31	Community Resources - Overtime as a % of total employee costs	Quarters		New from 2015/16			8%	7%	5%

**Priority 2. A Better Council**

## Local Outcome 08: Investment in our people and enhanced organisational development

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16		2016/17		2017/18	
							Target		Target		Target	
32	% of CR managers in the 360 process with a completed 360 report	Quarters	2014/15	82%	100%		100%		100%		100%	
33	% of CR employees having completed IDPs (from MDP/MTIPD)	Quarters	2014/15	87%	100%		100%		100%		100%	
34	Improve SVQ levels across the front line workforce - number of staff obtaining SVQ qualifications	Quarters	2014/15	43	50		50		50		50	
35	Community Resources - Absence %	Quarters	2014/15	5.2%	4%		4%		4%		4%	
36	Grounds Maintenance - absence %	Quarters	2014/15	3.3%	4%		4%		4%		4%	
37	Street Cleansing - absence %	Quarters	2014/15	3.2%	4%		4%		4%		4%	
38	Catering Trading Operations - absence %	Quarters	2014/15	6.1%	4%		4%		4%		4%	
39	Building Cleaning - absence %	Quarters	2014/15	7.1%	4%		4%		4%		4%	
40	Vehicle Maintenance Transport - absence %	Quarters	2014/15	3.0%	4%		4%		4%		4%	
41	Refuse Collection - absence %	Quarters	2014/15	4.1%	4%		4%		4%		4%	
42	Community Safety Service - absence %	Quarters	2014/15	6.7%	4%		4%		4%		4%	
43	Contract Services Manual Workers (Roads and Transportation) Absence %	Quarters	2014/15	4.2%	4%		4%		4%		4%	
44	Building Services' Operatives - % sickness absence	Quarters	2014/15	4.8%	4.9%		4.6%		4.4%		4%	

**Priority 3. A High Performing Council**  
**Local Outcome 10: Improved performance management framework and approach**

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2015/16		2016/17		2017/18	
							Target		Target		Target	
45	Cost of Maintenance per Kilometre of roads	Years	2013/14	£6,549	n/a		n/a		n/a		n/a	
46	% of adults satisfied with parks and open spaces	Years	2013/14	84%	n/a		n/a		n/a		n/a	
47	Cost of parks and open spaces per 1,000 of the population	Years	2013/14	£31,737	n/a		n/a		n/a		n/a	
48	% of adults satisfied with refuse collection	Years	2013/14	85%	n/a		n/a		n/a		n/a	
49	Net cost of waste collection per premise	Years	2013/14	£43.81	n/a		n/a		n/a		n/a	
50	Net cost of waste disposal per premise	Years	2013/14	£77.09	n/a		n/a		n/a		n/a	
51	% of adults satisfied with street cleaning	Years	2013/14	71%	n/a		n/a		n/a		n/a	
52	Net cost of street cleaning per 1,000 of the population	Years	2013/14	£15,520	n/a		n/a		n/a		n/a	
53	Cost of Trading Standards per 1,000 of population	Years	2013/14	£2,645	n/a		n/a		n/a		n/a	
54	Cost of Environmental Health per 1,000 of population	Years	2013/14	£22,369	n/a		n/a		n/a		n/a	
55	Land Audit Management System - % of areas assessed as acceptable	Quarters	New from 2015/16				90%		90%		90%	
56	% of pothole repairs completed within timescales	Quarters	2014/15	57%	80%		80%		80%		80%	
57	% of FOI requests completed within timescale by Community Resources	Quarters	2014/15	99%	100%		100%		100%		100%	
58	% of front line resolutions dealt with within timescale by Community Resources	Quarters	2014/15	80%	100%		100%		100%		100%	
59	% of complaint investigations completed within timescale by Community Resources	Quarters	2014/15	84%	100%		100%		100%		100%	





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**To: ENVIRONMENT POLICY BOARD**

**On: 13 MAY 2015**

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**Report by: DIRECTOR OF COMMUNITY RESOURCES**

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

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## **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.
- 

#### **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.
- 

## **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.
- 

## **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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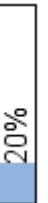




## Community Resources Service Improvement Plan 2014-2017 Action Plan



### 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		<div><div>100%</div></div>	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		<div><div>100%</div></div>	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		<div><div>95%</div></div>	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 Bishopton	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		<div><div>100%</div></div>	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		<div><div>100%</div></div>	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		<div><div>90%</div></div>	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		<div><div>60%</div></div>	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		<div><div>100%</div></div>	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.
<b>1 - A Better Future</b>					
<b>05: The environmental impact of waste generation is minimised and carbon emissions are reduced</b>					
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		<div><div>80%</div></div>	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		<div><div>85%</div></div>	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			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			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			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			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			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		<div><div>100%</div></div>	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		<div><div>100%</div></div>	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		<div><div>100%</div></div>	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		<div><div>90%</div></div>	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		<div><div>100%</div></div>	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		 80%	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		 70%	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		 70%	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		<div><div>50%</div></div>	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		<div><div>80%</div></div>	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		<div><div>50%</div></div>	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		<div><div>100%</div></div>	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		<div><div>100%</div></div>	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		<div><div>80%</div></div>	"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		<div><div>80%</div></div>	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	Target	Target	Target	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%		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%		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%		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	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%	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%	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%	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%	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%	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%	45%	47%	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%	80%	85%	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 <sub>2</sub> 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 CO <sub>2</sub> 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 <sub>2</sub> 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 CO <sub>2</sub> 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	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%							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%							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%							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%							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%							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	Value	Target	Value	Value	Target	Value	Target	Target	Target	Target	Target	Target	
Refuse Collection – absence %		6%	4.25%	4.9%	4%	4%	4.1%	4%	4%	4%	4%	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%	4%	6.7%	4%	4%	4%	4%	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%	6.5%	4.2%	4%	4%	4%	4%	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	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	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	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	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%	97%	96%	97%	96%	97%	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%	93%	97%	93%	97%	93%	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		
Cost of Maintenance per Kilometre of roads		£6,691	n/a		£6,549	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		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		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	
% 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	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	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	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	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	<p>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.</p> <p>The data reported in 2012/13 includes central support costs but this element was removed from the 2013/14 LGBF data publication.</p> <p>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.</p>
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	<p>The cost of Environmental Health per 1,000 population has increased between 2012/13 and 2013/14.</p> <p>This figure reported includes the costs for both the Warden's 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.</p>
% of FOI requests completed within timescale by Community Resources		n/a	n/a	99%	100%	99%	100%	99%	100%	100%	100%	<p>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.</p>
% of front line resolutions dealt with within timescale by Community Resources		n/a	n/a	91%	88%	80%	100%	80%	100%	100%	100%	<p>The service dealt with 3,417 front line resolutions during 2014/15, 80% of which were responded to within the 5 day timescale.</p>
% of complaint investigations completed within timescale by Community Resources		n/a	n/a	100%	88%	84%	100%	84%	100%	100%	100%	<p>The service received 25 formal complaints during 2014/15, 21 of which were dealt with within timescale.</p>