

**To: Finance, Resources and Customer Services Policy Board**

**On: 8 June 2023**

---

**Report by: Director of Environment, Housing & Infrastructure Services**

---

**Heading: Environment, Housing & Infrastructure Services 2023-2024 Service Improvement Plan**

---

## **1. Summary**

- 1.1 The Service Improvement Plan for Environment, Housing & Infrastructure is a three-year plan covering the period 2023-2026. The purpose of the Plan is to identify the priorities being addressed, the key tasks to be implemented, the implementation timetable and our measures of success.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction for the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan, and the Workforce Plan.
- 1.3 Following the approval of the new Council Plan 2022-2027 in September 2022, work has been undertaken to review the format of Service Improvement Plans to make these more accessible, easier to understand and clearly demonstrate service contribution towards delivering the new Council Plan strategic outcomes.
- 1.4 The Service Improvement Plan is appended to this report and includes Performance Indicators and an Action Plan grouped under the Council Plan themes. A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in the Autumn of 2023.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
  - (a) approves the attached Service Improvement Plan; and
  - (b) notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 2023, with updates to the Performance Indicators and Action Plan.

### **3. Background**

- 3.1 The new Environment, Housing & Infrastructure Services came into effect at the beginning of April 2023 and brings our colleagues in Housing Services and Public Protection together with the teams in what was Environment & Infrastructure. The revised structure is directly influenced by and designed to respond to the updated Council plan.
- 3.2 Environment, Housing & Infrastructure Services delivers universal services for over 180,000 Renfrewshire residents, helping to run our schools and care homes, providing homes for approximately 12,200 tenants, ensuring the local environment, pathways and roads are accessible, clean and green and our villages and towns are safe and connected.
- 3.3 Our services are delivered by a diverse, skilled and committed workforce of around 1,900, who are out and about every day in Renfrewshire, delivering services 24/7, to people at every stage of life.
- 3.4 We drive the council's commitment to NetZero, manage the council's property portfolio, deliver waste services, neighbourhood services, housing and homelessness services, road infrastructure, transportation services, community safety, parks and green spaces, regulatory services and facilities management. We are proud to deliver the essential services that matter to people's daily lives and make Renfrewshire a great place to live, and work.

### **4. Service Improvement Plan 2023-2024: What do we want to achieve?**

- 4.1. We are ambitious for our communities, local businesses, and the environment and we place people at the heart of the services we provide. We want to make a difference to the lives of our employees too.
- 4.2. Environment, Housing & Infrastructure Services will continue to draw upon relevant insight to target its resources appropriately, and during the next twelve months, specific priorities for the service will be driven by:
  - Continuing the implementation of Renfrewshire's plan for Net Zero
  - Providing healthy meals that meet the requirements of the National requirements for food and drink in Schools (Scotland) regulations 2020
  - Protecting the most vulnerable members of our communities, including homeless people and those threatened by homelessness
  - Delivering repairs and emergency out of hours repair service to around 12,200 council housing properties
  - Delivering repairs and compliance service to public buildings including Renfrewshire Schools
- 4.3 The Council and Services remain ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on continuous improvement, however, the organisation is experiencing a challenging operating context and

sustaining improvement may not always be possible. Within this context, the Service Improvement Planning process allows the organisation to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.

## **5. Monitoring progress**

- 5.1. Progress on the implementation of the Service Improvement Plan is regularly monitored by the extended Senior Leadership Team and will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A mid-year review of progress will be brought to this Board in the Autumn of 2023, with an annual outturn reported in Spring 2024.
- 5.2. This plan is presented to Finance, Resources and Customer Services Policy Board for approval of the areas within this Board's remit only. The plan and covering report will also be submitted to both the Infrastructure, Land and Environment Policy Board and the Communities and Housing Policy Board for approval of the areas within the respective remits of those Boards. Within the appendix to this report, those actions and performance indicators which fall under the remit of the Finance, Resources and Customer Services Policy Board are highlighted for ease in identifying them amongst the total actions and performance indicators for Environment, Housing & Infrastructure Services.
- 5.3. In recognition of the shared role across the Council, all services have identified actions and indicators from their respective Service Improvement Plans to be addressed through the Council Plan, contributing to the cross-cutting theme of *"improving outcomes for children and families"*.

---

### **Implications of the Report**

1. **Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – The Service Improvement Plan also highlights workforce development and wellbeing considerations.
3. **Community/Council Planning** – The report details a range of activities which reflect Council and Community Planning themes and a direct link to the delivery of the Council Plan.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** – none.
12. **COSLA Policy Position** – none.
13. **Climate Change** – actions and indicators within the SIP cover the 'green' theme of Renfrewshire's Council Plan which highlights activities across the Council to tackle climate change.

---

**List of Background Papers:** None

---

**Author:** Gordon McNeil, Director of Environment, Housing & Infrastructure  
**Contact:** gordon.mcneil@renfrewshire.gov.uk

**Appendix I:** Environment, Housing & Infrastructure Service Improvement Plan 2023-2026

# Environment, Housing & Infrastructure Services

Service Improvement Plan 2023 - 26



Renfrewshire  
Council

# Welcome to our Service Improvement Plan

As Director of Environment, Housing & Infrastructure Services in Renfrewshire, I'm delighted to introduce our new Service Improvement Plan. This plan describes how our team will focus our efforts to deliver the strategic outcomes described in the Council Plan 2022 to 2027 of Place, Economy, Fair, Green and Living Our Values.



Environment, Housing & Infrastructure Services delivers a wide range of vital services to individuals, communities and businesses across the whole of Renfrewshire. This includes universal provision such as waste collection, road maintenance, environmental health services and facility management across our housing stock and public buildings. We manage over 12,200 Council houses and support vulnerable people experiencing homelessness and those threatened by homelessness. Our service has also played a critical role in supporting the Council's response to the asylum and refugee programmes over the last year.

We support strategic Council projects including the City Deal programme and town centre projects including Paisley Town Hall and the new museum and lead on the £100m Housing led regeneration programme, which forms part of our £400m investment in our housing stock over the next 30 years.

Although the existing structure was already well placed to support the Council to progress its strategic ambitions, the changes will provide a greater alignment to the growing strategic emphasis that is given within the new Council plan to priorities associated with the climate agenda and journey to net zero.

I know the dedication of our colleagues across all areas of the new service will ensure the ambitious agenda outlined within the Service Improvement Plan is delivered to support the people, communities and businesses across Renfrewshire to flourish.  
Thank you

# Our service



## Net Zero

Deliver Renfrewshire's Plan for Net Zero.



## Homeless and Housing Services

Supporting homeless people, those threatened with homelessness and refugee resettlement.



## Community Safety

Helping to keep people safe through the Community Safety Hub.



## Waste and Recycling

Management of Renfrewshire's waste and recycling services.



## Streetscene

Ensuring our streets, town centres and communities are welcoming.



## Housing Investment

We invest in existing homes and new build Council houses.



## Safeguarding the public

Safeguarding the public and protecting consumers through Trading Standards and Environmental Health.



## Roads and Transport

Supporting more than 849km of roads and transport infrastructure and promote healthier, more active lifestyles through the active travel network.



## Council Homes

We support tenants in over **12,200** council houses, providing housing advice and support, repairs and maintenance.



## Fleet & Social Transport

Fleet Purchase, Maintenance & Management and Transportation of ASN Children & Elderly.



## Land & Asset Management

Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management.



## Facilities Management

Provide integrated facilities management activities in public buildings, schools and HSCP premises. Healthy nutritious meal provision in all Council run schools.



## Property Management

Managing the Council's capital projects and property portfolio.

# About us

Environment, Housing & Infrastructure is responsible for the provision of every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners.

- **Housing Services** responsibilities include managing and investing in our housing stock of approximately 12,200 properties and providing services to Council tenants, alongside housing advice and support, assisting homeless people and those threatened with homelessness and ensuring people have safe and healthy places to live.
- **Facilities Management & Property Services** covers four key service areas: soft facilities, hard facilities, support services and property services. Soft facilities cover janitorial, cleaning, catering, housekeeping and school crossing patrollers. Hard services cover building services operations, repairs and maintenance for housing and public buildings. Support services is responsible for compliance in schools and public buildings, life cycle maintenance in schools & public buildings and PPP contract management. Property Services is a multi-disciplinary design consultancy commissioned by Council Departments to deliver projects.
- **Operations & Service Development** responsibilities include: Waste Services, Fleet & Social Transport, Streetscene, Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management, Civil Contingencies and Service Development.
- **Climate, Public Protection & Roads** responsibilities include the Council's Roads, Public Transport, Parking & Active Travel services, as well as leading the response to Climate Change and Ren Zero, along with Energy Management, Regulatory & Public Protection services. This includes partnership working with police, fire and other multiagency partners.



Gordon McNeil  
Director of Environment, Housing &  
Infrastructure



Gerard Hannah  
Head of Climate, Public Protection  
& Roads



Head of Operations and Service  
Development



Chris Dalrymple  
Head of Facilities Management &  
Property Services



Louise Feely  
Head of Housing



# Our resources and risks

## BUDGET

For 2023/24, the revenue budget approved for General Services on 2 March 2023 was **£483m**.

The capital budget approved for General Services on 2 March 2023 was **£424m** for the period 2023/24 to 2027/28.

The Environment, Housing & Infrastructure Services revenue budget for 2023/24 is approximately **£54.353** million.

Income and expenditure in relation to a local authority's direct provision of housing must be recorded separately within a Housing Revenue Account (HRA). The [HRA Account Budget](#) was presented to Council on 2 March 2023 with total income for 2023/24 of **£54.655m**.

## RISK MANAGEMENT

The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board.

Environment, Housing & Infrastructure Services risks are detailed below:

Risks	Evaluations
<b>Our strategic risks</b>	
Climate sustainability and adaptability	High
<b>Our corporate risks</b>	
Cyber Attack (All Services)	High
Impact on Regulatory Services due to Covid-19 and EU withdrawal	High
Commercial vehicle & operator's license	High
Tree Fall and Ash Die Back & Larch Infection	High
Asset Management	High
<b>Our top service-specific risks</b>	
Headstones and Memorial safety	High
Housing led Regeneration and Renewal Programme	High

# Transformation and financial sustainability

The Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 2 March 2023 suggests that Renfrewshire Council will experience a funding deficit in the range of £40m-£45m in the three years following 2023/24, unless mitigating action is taken.

The Council continues to explore ways to transform how we deliver our services – to improve the experience of our customers and service-users but also to ensure the Council's financial sustainability.

**Environment, Housing & Infrastructure Services** continues to support this through;

Delivering **Right For Renfrewshire** savings workstreams for Environment, Housing & Infrastructure Services

Supporting the cross-service **Financial Sustainability** workstreams led by the Corporate Management Team

Delivering **Ren Zero** embedded within financial planning

# Workforce development and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which identifies three priority areas:



health and wellbeing

new ways of working

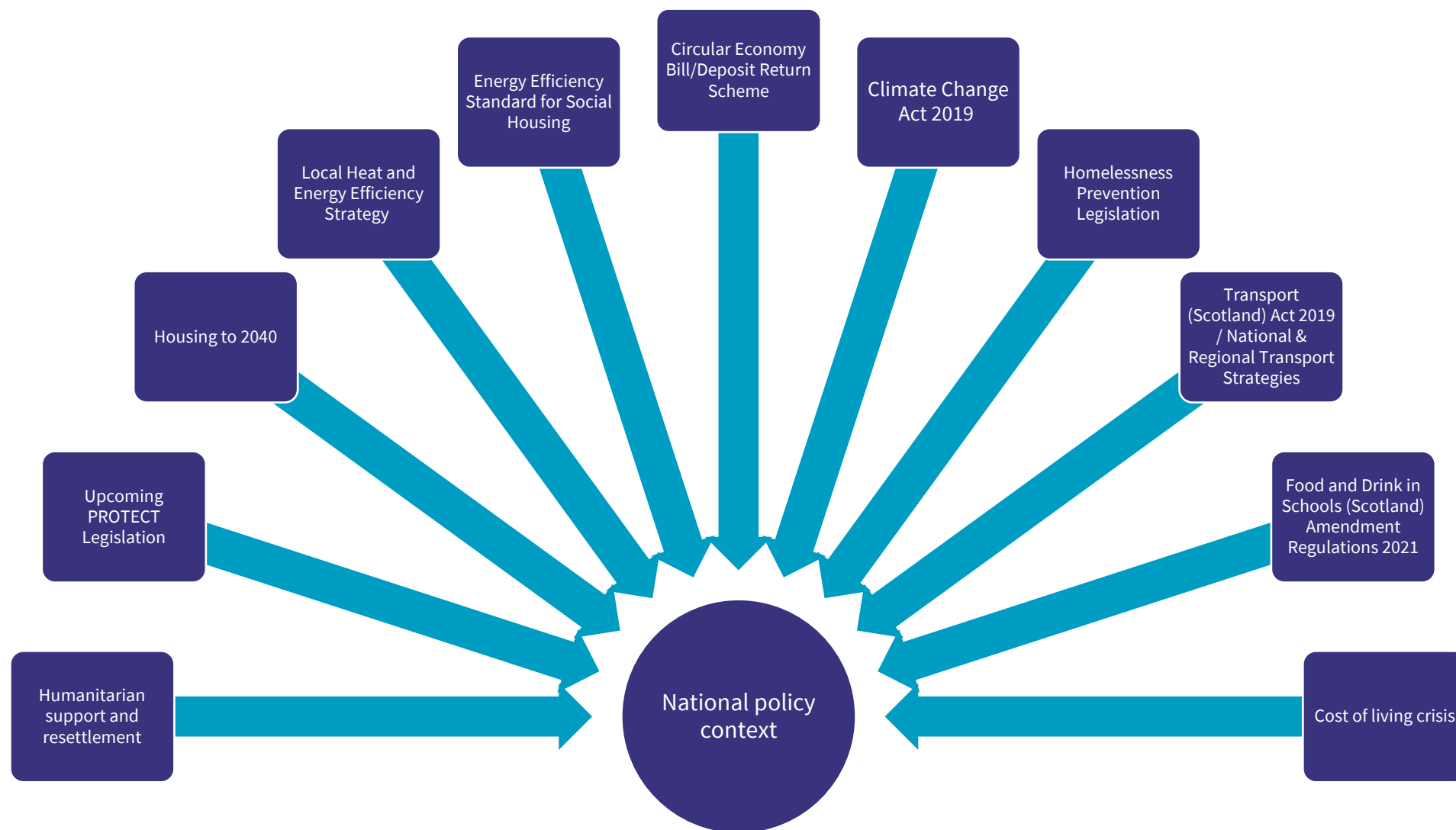


staff communication and engagement

The strategy also integrates the Council’s organisational development vision and workforce planning activities into three strategic outcomes - **our approaches improve; our skills strengthen; and our culture evolves.**

The strategy is aligned with the new Council Plan and ensures focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

**Environment, Housing & Infrastructure Services** will ensure these priorities are reflected in our workforce. High-level actions arising from the people strategy are embedded in our Service Improvement Plan and will be monitored through this.



# Our local policy context

## Our Values

- Our Values describe our promise to our communities, staff, and partners. They guide how we deliver services and make decisions.

## Council and Community Plans

- Our Council Plan and Community Plan set the strategic framework for our organisation and describe what we want to achieve for Renfrewshire

## Fairer Renfrewshire Programme

- Brings together existing programmes of work focused on achieving fairness and equity, and tackling the inequalities that exist across Renfrewshire's communities.

## Economic Recovery

- sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond.

## Renfrewshire's Plan for Net Zero

- Support the Council's pledge to tackle climate change, working towards net zero by 2030

## Alcohol and Drugs Change Programme

- Takes forward projects to deliver the recommendations from Renfrewshire's Alcohol and Drugs Commission to reduce drug and alcohol-related harms and promote recovery.

## Transformation Programme

- Environment, Housing & Infrastructure will support this next phase of the Council's transformation programme.

## Best Value

- Aims to ensure good governance; manage resources effectively; focus on improvement; and, most important of all, deliver the best possible outcomes for local people.

# Our key priorities

Deliver  
Renfrewshire's  
plan for Net Zero

Deliver the  
objectives and  
requirements of  
the Scottish  
Household  
recycling charter  
and Circular  
Economy scheme

Helping to keep  
Renfrewshire safe  
through the  
partnership  
working of the  
Community Safety  
Hub

Improve uptake  
and provide  
healthy meals

£400 million  
Housing led  
investment – new  
build and  
maintenance of  
existing properties  
as part of our 30  
year business plan

Deliver repairs and  
maintenance to  
around 12,200  
Council housing  
properties,  
including re-  
letting/void  
properties

Better use of data  
and technology to  
improve services  
performance and  
delivery

Deliver the  
2023/24 capital  
investment  
programme

Review of public  
transport for  
Renfrewshire

Supporting the  
most vulnerable  
members of our  
communities,  
including people  
experiencing and  
those threatened  
by homelessness

# Our focus for 2023/24

- Delivery the **Local Heat and Energy Efficiency Strategy (LHEES)** by the end of December 2023.
- Development of a Local Transport Strategy underpinned by **legislative and regulatory responsibilities** for delivery of the **Active Travel** and **Public Transport** agendas.
- Implementation of provisions of the Transport (Scotland) Act 2019 to enhance **social** and **economic wellbeing**, improve **environmental outcomes** and a focus on **health and wellbeing for all**.
- Lead on the “**new ways of working model**” across the Council's offices to give staff options to work best to deliver for communities.
- Ensure the proposed **Protect Duty** is delivered across the Council once it becomes law. The proposed legislation will ensure parties are prepared, ready to respond and know what to do in the event of a terrorist attack.
- Continue to support the Council's various **refugee and asylum programmes** including the provision of settled accommodation.
- Deliver the £400m Housing investment including a **£100m Housing-led regeneration programme** across 8 areas in Renfrewshire.
- Implement the final year of the **five-year Rapid Rehousing Transition Plan (RRTP)**. The RRTP details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.
- Simplify access to specialist income advice for **Council Tenants experiencing financial issues** to ensure entitlement to benefits and other financial / household assistance schemes are maximised.
- Support the **economic regeneration** and revitalisation of town centres with the service having a specific focus on the public realm and transport access.
- Deliver the new road infrastructure to support the enhanced links between Paisley Town Centre, Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) and new road bridge over the White Cart River, as part of the **£38million Levelling Up Fund**.
- Lead **modernisation** of business processes and more efficient use of management data, steering the focus of service delivery.



# Other plans, strategies and reports



**For Environment, Housing & Infrastructure Services, a wide range of reports are presented to the Infrastructure, Land & Environment Policy Board, the Communities and Housing Policy Board and the Finance, Resources and Customer Services Policy Board. Papers and access to video recordings of past meetings can be found [here](#).**



# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver the 2023/24 roads and footways capital investment programme - £6.7 million	Improvements to the condition of roads and footways infrastructure	31 March 2024
Implement the requirements of the Transport (Scotland) Act 2019	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	31 March 2026
Assess the use of Litter Control Areas across Renfrewshire - to identify sites and land ownership.	Officers will be assessing if the use of the Litter Control Areas under the Environmental Protection Act 1990 is the best way to achieve compliance in certain areas of Renfrewshire.	31 March 2024
Implementation of the Anti-Social Behaviour Strategy	We will continue to work in partnership to ensure the safety of our neighbourhoods by making Renfrewshire an inhospitable environment for low level criminality or doorstep crime.	31 March 2025
Deliver the key outputs from the 5th year of Renfrewshire's Rapid Rehousing Transition Plan (RRTP) and ensure the supply of temporary accommodation and lets meets the national and local increase in homelessness. ( <b>Council Plan</b> )	The RRTP details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.	31 March 2024
Deliver any new duties, with partners, in relation to prevention of homelessness	We will support partners to assist those in housing need to prevent homelessness, or safely move to settled accommodation when necessary	31 March 2024

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Implement revised Housing Asset Management Strategy	The revised Housing Asset Management Strategy will update future investment need, compliance and data requirements to ensure the Council meets and maintains recent and future standards.	31 March 2024
Progress Renfrewshire's Housing-led Regeneration and Renewal programme 31 March 2031 ( <b>Council Plan</b> )	Over the next 10 years, the £100m Housing Led Regeneration and Renewal programme will deliver modern, high quality, energy efficient, affordable Council housing.	31 March 2031
Work with colleagues to advise on facilities management requirements at new developments e.g. Paisley Grammar and the handover of upgraded properties e.g. Paisley Town Hall	This will allow for clear financial planning and appropriate levels of funding. This will ensure lifecycle maintenance, appropriate public building repairs & maintenance, as well as full compliance with Planned Preventative Maintenance. In the case of Paisley Grammar, this will provide appropriate Passivhaus standards and financial provision.	31 December 2025
As part of the new Department, Officers will work together to review the delivery and turnaround of void properties across Renfrewshire to minimise times, wherever possible, to allow properties to be re-let.	Housing properties within Renfrewshire that have become void and re-let, will be turned around as quickly as possible to ensure an adequate stock of Council properties and maximise rental income.	31 March 2024
Review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools	Ensure Renfrewshire's public building estate (circa 230 buildings) is compliant with all required statutory legislation.	31 March 2024
Continue to review and deliver an electronic job management and stores system.	Ensure that the service has robust job management information and an effective stores management process	31 March 2024
Lead and drive the Strategic Property Review across Renfrewshire Council's estate.	The review will identify key parts of the estate that may not be financially viable for the Council and lead to planning with communities for the building to be used in different ways e.g. Community Asset Transfer	31 March 2024

# Delivering the Council Plan - PLACE

Performance Indicators	Frequency	2020/21 Value	Latest Update	Latest Value	2022/23 Target
(Maintenance) Carriageway Condition: % of road network considered for treatment					
(i) A Class Roads	Annual LGBF	19.4%	2021/22	17.3%	19%
(ii) B Class Roads	Annual LGBF	23.7%	2021/22	21.3%	22%
(iii) C Class Roads	Annual LGBF	33.5%	2021/22	30.5%	32%
(iv) Unclassified Roads	Annual LGBF	34.3%	2021/22	30.9%	32%
Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
(Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Annual SCOTS	28.9%	2022/23	27.4%	30%

# Delivering the Council Plan - PLACE

Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
% of Statutory road inspections categories completed on target:					
(i) Category A	Annual	100%	2022/23	83%	95%
(ii) Category B	Annual	100%	2022/23	86%	100%
(iii) Category C	Annual	100%	2022/23	100%	100%
% of pothole repairs completed within timescales	Annual	83%	2022/23	95%	90%
Private Water Supplies – 100% of type A supplies risk assessed and sampled	Annual	100%	2022/23	100%	100%
Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual	10.2ug/m3	2021/22	10.2ug/m3	18ug/m3
Air Quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual	<40ug/m3	2021/22	<40ug/m3	40ug/m3
Percentage of reactive repairs carried out in the last year completed right first time (Housing Services)	Annual	85%	2021/22	85%	93%
Percentage of Overall Repairs Completed Within Target (Housing Services)	Quarterly	93.6%	2021/22	93.6%	95%
Average length of time taken to complete non-emergency repairs (days) (Housing Services)	Quarterly	14 days	2021/22	14 days	15 days
% of Overall repairs completed within time by building services	Quarterly	93.6%	2022/23	Not currently available	80%
Average length of time taken to complete non-emergency repairs – public buildings	Quarterly	17.2 days	2022/23	Not currently available	15
% of compliance tasks undertaken per year – Statutory compliance for public buildings	Quarterly	72%	2021/22	Available mid-May	80%

# Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	31 March 2024
Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies ( <b>Council Plan</b> )	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	31 March 2025
Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes ( <b>Council Plan</b> )	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	31 March 2024
The Council is keen to promote a parking strategy which manages the supply and demand for parking, supports economic regeneration	Increase short stay parking provision, creating business churn and delivery of a more effective enforcement service. This will be aligned to the aspirations for meeting our ambitious climate change targets	31 March 2024
Progress next stage of Paisley Town Centre junction improvements as part of the Bus Partnership works	Public transport offering in Renfrewshire will be improved	31 March 2024
Complete the review of animal licence conditions across all licences	To modernise and ensure relevant to new licensing requirements	31 March 2024
Deliver The Business Regulation Service Plan	The Business Regulation Service Plan details the work to be undertaken by the service, setting out objectives, the resources required and approach to quality assurance in the format and detail required by Food Standards Scotland.	31 March 2024

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	31 March 2024
Liaise with Gypsy/ Travellers who are staying in Transit Sites	We will offer advice and assistance with meeting health, education and other needs	31 March 2024
Reducing inequalities by ensuring proactive regulatory activities are targeted where they can support the wellbeing or financial security of citizens	We will ensure our pro-active regulatory activities are targeted where they can make the most improvement to children and families, for instance ensuring the safety of low-cost items, conducting pricing and metrology checks and food sampling. Partnership activities will raise awareness of rights, or emerging issues.	31 March 2024
Work with partners on national Serious Organised Crime and CONTEST (Prevent) agendas	This will ensure a joined up, co-ordinated approach to dealing with serious organised crime and threats of terrorism.	31 March 2024
Deliver the Action Plan outcomes outlined in the Tenant Participation Strategy 2022-2027	The new Tenant Participation Strategy takes account of the changing context we are working in and the opportunities that we now must modernise and enhance our approach to customer engagement, and which aligns with our Council Digital Strategy.	31 March 2027
Ensure effective participation and support for all refugee programmes.	Provide support and assistance across all relevant refugee resettlement programmes.	31 March 2024
Fully implement the improvements to our Sheltered Housing and Health & Well Being Service	As well as rolling this out to older tenants living in amenity housing. We will also offer access to health and wellbeing initiatives to homeless applicants and housing support service users.	31 March 2024

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Ensure proposed Protect Duty is delivered across the Council	The proposed legislation will ensure parties are prepared, ready to respond and know what to do in the event of an attack. Legislation for the proposed duty will be brought forward as soon as parliamentary time allows and it will extend to and apply across the whole of the UK.	After UK legislation has been enacted
Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply	Children will be provided with hot, healthy, nutritional meals and return to school ready to learn	31 March 2024
Work in partnership with Community Learning and Development Team as an integral part of the holiday programme through the provision and delivery of healthy meals	Children will be provided with healthy meals during school holiday periods helping to tackle food poverty and support families in Renfrewshire	31 March 2024
Work with the Scottish Government to continue to deliver the further expansion of free school meals to all P6/P7 pupils and to deliver a free breakfast service for all primary school pupils.	All primary school and ASN pupils will benefit from a healthy breakfast and lunch meal every day which will impact positively on families' finances and wellbeing.	31 March 2024
Deliver the capital investment of £867k across 3 primary schools in Renfrewshire to allow fully equipped cooking kitchens to be put in place.	This will ensure that freshly cooked food is made within these 3 kitchens, increasing the uptake by pupils and allowing closer export of food to nearby schools as required.	31 March 2024



# Delivering the Council Plan - FAIR

Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Average time from household presenting themselves as homeless to completion of duty (number of weeks)	Quarterly	22.5	2022/23	21.74	24
% uptake of free school meals in primary schools	Quarterly	49.3%	2022/23	53.4%	55%
% uptake of free school meals in secondary schools	Quarterly	32.3%	2022/23	39.1%	42%



# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Commence costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders ( <b>Council Plan</b> )	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2026
Deliver a programme of enhanced operational environmental and community support activities for environment and place ( <b>Council Plan</b> )	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2024
Prepare site at Linwood for improved bin store facility and consideration of the infrastructure required to fulfil the Deposit Return Scheme and future requirements for segregation of waste.	Improved security and stock control of bin stores. Establishment of a facility to provide sorting of waste in line with the requirements of the Deposit Return Scheme, reducing single use plastic and encouraging a circular economy.	31 March 2024
Review and consider the implications of the Circular Economy Bill and associated route map when published (likely summer 2023)	The quality and quantity of recyclate will be improved and levels of residual waste reduced. The service will be responsive to future legislative changes.	31 March 2024
Continue site management following statutory monitoring period of the leachate treatment at Linwood Moss.	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	31 March 2024
Development of Low Emissions / Electrification Strategy ( <b>Council Plan</b> )	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	31 March 2024
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2024

# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Deliver the Local Heat and Energy Efficiency Strategy (LHEES) for Renfrewshire.	This strategy and action plan will allow Renfrewshire Council and partners to underpin an area-based approach to heat and energy efficiency planning and delivery	31 December 2023
Supporting the local economy towards Net Zero; ensuring proper and informed consumer choice, both through effective advice and regulation.	We will ensure a fair marketplace by both supporting new businesses in the green sector and investigating claims around energy efficiency and greenwashing. Citizens will be empowered to make green choices, and to spot potential misleading claims in the emerging sector.	31 March 2024
Deliver the Energy Efficiency Standard for Social Housing post-2020 (EESH2) milestones  <i>(The Scottish Government is reviewing EESH2 to strengthen and realign the standard with the target for net zero heat in houses from 2040, as set out in the <a href="#">Climate Change Update</a>, the <a href="#">Heat in Buildings Strategy</a>, and the <a href="#">Housing to 2040 Route Map</a>- whilst the review is underway, The Scottish Housing Regulator will continue to gather data on EESH1 compliance) (Council Plan)</i>	EESH2 aims to improve the energy efficiency of social housing in Scotland. This will help reduce fuel poverty and ensure warm, high quality, affordable, low carbon homes and a housing sector that helps to establish a successful low carbon economy across Scotland.	On hold whilst review is underway

# Delivering the Council Plan - GREEN

Performance Indicators	Frequency	2020/21 Value	Last Update	Latest Value	2022/23 Target
Street Cleanliness Score - % of areas assessed as clean	Annual LGBF	93.6%	2021/22	89.6%	92%
Performance Indicators	Frequency	2021	Last Update	Latest Value	2023 Target
% of Household Waste Recycled	Quarterly	51.7%	2022	53.7%	55%
% of Household waste collected which is landfilled	Annual	8.2%	2022	2.3%	2%
Performance Indicators	Frequency	2021/22 Value	Last Update	Latest Value	2023/24 Target
Amount of CO <sub>2</sub> emitted by the public vehicle fleet	Quarterly	3223	2022/23	3267	3000
% of the vehicle fleet which uses alternative fuels, such as electricity	Quarterly	25%	2022/23	25%	25%
% of bins uplifted first time	Quarterly	99.8%	2022/23	99.8%	99.9%
Reduce the amount of CO <sub>2</sub> emitted from public space lighting	Annual	1,246	2022/23	1138	1100
Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual	57%	2022/23	68.3%	100%
Percentage of homes meeting the EESSH 2020 standard	Annual	78.4%	2022/23	85.1%	95%

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Provide our employees with the appropriate support to manage their attendance, health and wellbeing	Sickness absence levels and costs will be minimised	31 March 2024
Implement the next phase of transformation as part of Right for Renfrewshire ( <b>Council Plan</b> )	The service will play its role in delivering cross cutting change	31 March 2024
Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	31 March 2024
Engage and participate in trauma informed and responsive Renfrewshire programme.	We understand what trauma is, and how it affects people, so we will now work differently: Learning and working together to co-create fair and helpful collaborations to support healing and recovery with people affected by trauma. Progress towards and achievement of improvement outcomes for people, systems and services as detailed of five strategic themes and outcomes in trauma-informed and responsive Renfrewshire programme	31 March 2024

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Embed new approaches to staff communication and engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service	31 March 2024
Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	31 March 2024
Embed the enquiry systems for public and elected members across Environment, Housing & Infrastructure services	Services will be able to identify emerging issues and provide an efficient and timeous enquiry system	31 March 2024
Review Health & Safety and Risk Assessments	Health and Safety and Risk Assessment are managed more effectively	31 March 2024
Ensure robust financial monitoring	Services will be able to monitor and plan their resources more efficiently	31 March 2024
Conduct a strategic fleet review of all Council vehicles to assess vehicle specifications considering fit for purpose and net zero targets -	The number of vehicles in the Council's fleet will be reduced and its effectiveness maximised	31 March 2024
Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, health & safety, staff and customer service accreditations maintained	31 March 2024
Support the Council in developing New Ways of Working <b>(Council Plan)</b>	This will improve the accessibility and equipment in our workspaces and meeting rooms, as well as improvements in technology to improve collaborative working	31 March 2024
Develop and undertake a Strategic Property Review of Council operational, non-operational and surplus assets <b>(Council Plan)</b>	This will ensure our properties are demand led, efficient and financially sustainable	31 March 2024

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarterly	This is a new indicator for 2023/24 covering the new service			
% of members enquiries completed within timescale	Quarterly	N/A	2022/23	92.6%	90%
% of front line resolutions dealt with within timescale	Quarterly	N/A	2022/23	82.5%	85%
% of complaint investigations completed within timescale	Quarterly	N/A	2022/23	91.6%	85%
% of FOI requests completed within timescale	Quarterly	N/A	2022/23	97.7%	100%
Training – Percentage of staff training undertaken in relation to qualifications (Public Protection)	Quarterly	100%	2022/23	100%	100%
Complete Inspection process for all headstones and burial grounds	Annual	38%	2022/23	85%	100%
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly	8%	2022/23	9.28%	7.5%
Rent collected as percentage of total rent due in the reporting year.	Quarterly	98.2%	2022/23	100%	98%
Average length of time taken to re-let properties in the last year (in days)	Quarterly	66	2022/23	60.59%	53
Percentage of rent loss due to voids	Quarterly	2%	2022/23	1.86%	1.8%

# Delivering the Council Plan – Cross cutting theme

## IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

‘Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire’s **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire’s children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.’

What will we do?	What difference will we make?	When will we do it by?
EH&I will work towards keeping The Promise	By creating a team of Promise keepers we will ensure that care experienced children and young people grow up loved, safe and respected	31 March 2024
Develop a Play Parks Strategy	Improving access and facilities to play parks for children, families and communities	31 March 2024
Deliver a programme of engagement with schools, parents, and pupils, encouraging participation in the development of school meal menus	School meal uptake will increase, resulting in more children and young people taking healthy meals.	31 March 2024



# Environment, Housing & Infrastructure Services

Service Improvement Plan 2023 – 26



Renfrewshire  
Council