![Renfrewshire Council logo]

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To: **Infrastructure, Land and Environment Policy Board**

On: **18 March 2020**

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Report by: **Director of Environment & Infrastructure**

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Heading: **Environment & Infrastructure Service Improvement Plan 2020 - 23**

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1. **Summary**

1.1   The purpose of this report is to seek approval for the Environment & Infrastructure Service Improvement Plan covering the 3 year period 2020 to 2023, attached at Appendix 1 and covering the areas of activity delegated to this Policy Board.

1.2   The Service Improvement Plan links to the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a set of documents which provide the strategic direction for the service.

1.3   The plan sets out our service priorities, the key tasks to be implemented and by when, and how we will measure progress.

1.4   The Service improvement plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2020 to 2023 will be submitted to the Infrastructure, Land and Environment Policy Board in November 2020.

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2   **Recommendations**

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

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

2.2 Agrees that progress in respect of areas of activity delegated to this Policy Board be reported to the Infrastructure, Land and Environment Policy Board in November 2020;

2.3 Note that the attached Service Improvement Plan for Environment & Infrastructure is also being presented to the Finance, Resources and Customer Services Policy Board to approve elements covered within that Board's remit.

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3. Role of Environment & Infrastructure and Key Service Activities

3.1 The principal role and purpose of Environment & Infrastructure is to provide:

- Operations and Infrastructure - Waste, StreetScene, Roads, Infrastructure & Transportation, Fleet & Social Transportation.
- Facilities Management (Hard & Soft Services) – including PPP & Compliance and Building Services.

3.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,500 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £73.6 million.

3.3 These wide ranging and highly visible services are delivered at 270 Council premises, to over 91,000 households and businesses with more than 849km of roads and transport structure being maintained across Renfrewshire.

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4. Celebrating success in 2019/20

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

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

Roads Investment Programme - A total of £8.3 million was invested in roads, drainage and footpaths infrastructure during 2019/20.
Support for Events and Town Centre Activities – the service providing operational support for events in 2019/20 across Renfrewshire, e.g. The Spree; Winter Fest;

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

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

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

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

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

Council Plan Strategic Outcome 3:
Tackling inequalities, ensuring opportunities for all

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

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

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

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

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

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

Council Plan Strategic Outcome 5:
Working together to improve outcomes

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

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

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

5.   Key Priorities

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

5.2   The service's key overarching priorities will be:
       - Redesign of key business processes; and
       - Digitisation of processes and service delivery.

5.3   Implementing an effective process redesign programme, supported by modern digital
       service delivery, will allow Environment & Infrastructure to realise productivity
       improvements and achieve better outcomes for Renfrewshire's households,
       businesses, schools and communities.

5.4   The current strategic priorities identified for Environment & Infrastructure reflect the
       key challenges and opportunities identified by the service and are summarised as:

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

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

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

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

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

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

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

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

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

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

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

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

6.   Monitoring progress

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

Implications of the Report

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.

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

3. **Community/Council Planning –** the report details a range of activities which reflect local council and community planning themes.

4. **Legal** – none

5. **Property/Assets** – none

6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.

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

8. **Health & Safety** – none

9. **Procurement** – none.

10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.

11. **Privacy Impact** - none

12. **COSLA Policy Position** – none.

13. **Climate Risk –** The priorities and actions outlined within the report will make a positive contribution to tackling climate change.

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List of Background Papers: None

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