Renfrewshire Council

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

On: **6 November 2019**

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

Heading: **Environment & Infrastructure Service Improvement Plan 2019/20: Mid-Year Monitoring Report**

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1.   Summary

1.1   The Environment & Infrastructure Service Improvement Plan 2019/20 to 2021/22 was approved by the Policy Board in March 2019. The plan set out the priorities for the development of the service over a three year period and detailed the actions contributing to the priorities of both the Council and the Community Planning Partnership. It also highlighted the actions which will ensure continuous improvement across the service and the performance indicators which ensure progress can be measured.

1.2   This report contains details of Environment & Infrastructure's performance over the period 1 April 2019 to 30 September 2019. The main purpose of the report is to provide:

- Details of the key achievements of the service
- A progress update on implementing the action plan
- Details of how the work of the service contributes to the priorities set out in the Council Plan
- An assessment of performance in relation to the service scorecard of core performance indicators
- An overview of priorities for the service over the next six months

1.3   Environment & Infrastructure has continued to progress an ambitious programme of service development over the first six months of 2019/20 covering the areas of activity overseen by this Policy Board. Key achievements that are relevant to the remit of this Policy Board have included:

1.3.1 **Waste Collection Changes**
The Service Change has progressed well, delivering positive outcomes, supporting the strategic objectives through the approach taken by Renfrewshire's households to reduce their residual waste and presenting more recyclable waste shown through:

- Residual waste tonnage from households dropping by 11.5%;

- 42.6% increase in waste presentation from households in their food and garden bins;

- Overall increase in recycling, with a 4% increase in recycling over the same time period in 2018, taking the recycling figures to June 2019 to 52.3%;

- Processing costs of the separated recyclate streams is less than mixed recyclate, delivering the cost efficiency agreed by Policy Board.

1.3.2 **Roads Capital Investment Programme**
The roads capital programme for 2019/20 is now at an advanced stage with the resurfacing of 66 carriageways and 26 footways completed. In addition, 19 carriageways have been surface dressed, 8 carriageways have been micro-surfaced and 12 carriageways have been pre-patched in advance of next year's surface dressing programme. The investment programme over the last three years is flowing through into the positive trends in road condition indicators as reported through the LGBF.

1.3.3 **Environment & Place**
The service has successfully led the Environment and Place agenda, fronted by the Team Up to Clean Up campaign with the following key activities:

- The Team Up to Clean Up campaign has continued to grow with 132 litter pick events taking place in the first six months compared to 34 in the same period last year;

- Over 11,000 gullies across Renfrewshire have been cleaned with over 150 tonnes of waste removed;

- Every primary school child in Renfrewshire has now received a copy of The Clumps' Big Mess (over 14,000 copies), a book designed and targeted at school children to understand the damage of littering;

- The caddies with environmental equipment have been a success and passed to communities throughout Renfrewshire;

- The review of obsolete signage and infrastructure is now complete; programme works to address broken and obsolete signage has commenced.

1.3.4 Potholes

The service commenced a new approach to patching and pothole repairs with a pilot taking place in Inchinnan, then Renfrew, Bishopton and Johnstone. The approach involved grouping together all recorded potholes across the area and carrying out permanent patches to protect the road asset. In the first quarter of 2019/20, 76% of pothole repairs were completed within timescale. This is above the target of 75%.

1.3.5 Cemetery and Parks Investment Project

Works relating to the £1 million cemeteries investment have been completed in Bishopton, Abbey, Houston, Lochwinnoch and Broomward. Works have commenced in Hawkhead Cemetery and are being carried out in two phases, with an estimated completion date of late November 2019.

£250K of investment to improve infrastructure and play equipment in five community parks across Renfrewshire has been ongoing and is nearing conclusion.

1.3.6 Respectful Funeral Service

The Council launched its Respectful Funeral Service on the 15th July 2019 in conjunction with local and national Funeral Directors. This new partnership will offer residents an affordable, respectful and dignified bereavement service. Seven Funeral Directors are now working in partnership to deliver savings of between 18% and 60% on the average cost of an average funeral in Scotland.

1.3.7 Staff engagement

The service launched a staff panel group in June, bringing together officers from all service areas within Environment and Infrastructure. The panel is an opportunity for staff to get involved in suggesting and taking forward service developments. In April, an Underwood Road depot working group was established to help identify and address matters that arise.

1.3.8 Awards

Team Up to Clean Up were announced winners of the 2019 COSLA Excellence Award in the Strong and Sustainable Communities category. Street Lighting were also successful receiving a Bronze award at this year's ceremony. The Waste Services team has also been recognised for its efforts in this year's APSE Service Awards. In September they were shortlisted as finalists in the Best Service Team of the Year: Waste Management and Recycling service category.

2.   Recommendations

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

2.1   Notes the progress made by Environment & Infrastructure on actions and performance indicators as detailed in Appendix 1 and as specific to the areas of activity delegated to this Policy Board;

2.2   Notes that this report will also be provided to the Finance, Resources and Customer Services Policy Board for the elements covered within that Board's remit.

2.3   Agrees that an out-turn report in respect of areas of activity delegated to this Policy Board be provided to this Board in Spring 2019.

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3.   Background

3.1   The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to deliver and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

3.2   The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendix to the plan contains an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2019-20 plan.

3.3   Service improvement plans are aligned to reflect the Council Plan's five priority themes:
Priority 1:   Reshaping our place, our economy and our future
Priority 2:   Building strong, safe and resilient communities
Priority 3:   Tackling inequality, ensuring opportunities for all
Priority 4:   Creating a sustainable Renfrewshire for all to enjoy
Priority 5:   Working together to improve outcomes

3.4   Section 5 of this report provides an overview of performance with action to be taken to address areas where performance is below target. Further detail is provided in the action plan and performance scorecard which forms appendix 1.

3.5   An outturn report will be brought before Board in mid-2020.

4.   **SERVICE UPDATE**

Role of Environment & Infrastructure and Key Service Activities

4.1   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.

4.2   Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,600 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £73 million.

4.3   These wide ranging and highly visible services are delivered at around 270 Council premises, to over 89,000 households and businesses with more than 846km of roads and transportation structure being maintained across Renfrewshire.

4.4   On 18 September 2019 the Leadership Board approved the next phase of the Council's change and transformation programme, 'Right for Renfrewshire'. Work will now focus on reviewing groups of services that share similar processes and systems and contribute to shared outcomes to inform future designs. 'Right for Renfrewshire' will deliver a leaner and more efficient organisation that is right for people and right for communities, where resource is focused on where it can make the biggest impact.

4.5   During the summer many of Environment & Infrastructure staff took part in the Council's 'Our Values' staff survey and engagement sessions which were held in Underwood Road Depot, Linwood and Johnstone. The engagement sessions sought to gather information on our staff's thoughts on working for Renfrewshire Council, defining our culture and identifying the values that are most important to the organisation. The next step is to translate these values into meaningful statements that will be shared across the Council.

5.   Performance of Environment & Infrastructure from 1 April to 30 September 2019

5.1   The main achievements of the service over the first 6 months of the plan that are of relevance to the remit of this Policy Board are provided in Appendix 1 which provides a summary of progress achieved over the period April to September 2019. The Appendix highlights areas where advances have been made and gives clear targets for completing actions that have been reviewed or delayed.

6   Areas where actions have been reviewed or delayed

6.1   In the first 6 months of 2019/20, all actions are progressing in line with anticipated timescales.

7   Progress against service scorecard

7.1   The performance scorecard contains 30 indicators, of which 8 are for information only and have no target. Of the 22 indicators with targets, 12 are performing on or above target, 5 are slightly short of target and will require monitoring, 3 are below target and 1 additional indicator is unavailable at this time due to it being an annual indicator.

One other indicator, 'Respectful funeral service – Value of savings achieved by Renfrewshire residents', is a new annual indicator with baseline information being collected during 2019/20.

7.2   The full performance scorecard is included as part of Appendix 1 of this report.

7.3   Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service will release a first draft of the 2018/19 data in late November early December 2019.

7.4   A final validated version of the LGBF data for 2018/19 will be published by the Improvement Service in late February 2020. A summary of Renfrewshire Council's performance will be reported to the Audit, Risk and Scrutiny Board in March 2020.

Areas of good performance

7.5   Some examples of good performance with specific relevance to this Policy Board include:

- Provisional results for street cleanliness indicate a score of 91.9%, exceding the annual target of 90%;
- The percentage of the vehicle fleet which uses alternative fuel such as electricity was 17% at the end of quarter 2 in 2019/20. This is up from 9.8%% in 2018/19; and
- Household waste recycling performance in the first 6 months of 2019 was 52.3% up from 47.9% in the same period in 2018;

7.6 **Areas requiring improvement or review**

Of the three indicators below target these relate to one service area, namely service complaints and enquiries:

- The number of frontline resolutions, complaint investigations and members enquiries dealt with within timescale are below the 100% target:

  - 253 **complaint investigations** were carried out in the first two quarters with 80% responded to within timescale;
  - 3,122 **frontline complaints** were received in the same period with 61% responded to within timescale;
  - 3,226 **elected member enquiries** were received in the same period with 89% responded to within timescale.

  The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. The figures above, whilst still lower than target, do show an improvement on the previous year's performance.

8. **Priorities over the Next Six Months**

8.1 **Clyde Valley Energy from Waste Contract**
The Council in collaboration with four other councils has invested in an energy from waste plant at Dunbar at a cost of £177 million with a total contract value of £700m over the 25 year period. Residual waste material is currently being supplied for commissioning purposes ready for the contract start date of 1st December 2019. This will enable the Council to meet its landfill diversion targets.

8.2 **Staff Engagement**
A key priority for Environment & Infrastructure is to continue the engagement with staff at all levels across the service to explore the common areas of work and find new ways of working across the service which benefits the workforce. The staff panel, Depot Working group and a planned staff newsletter will be an important link between the Senior Leadership Team and the broader workforce. We will also build on the initial success of the Staff Panel and Depot working group to develop a 'You Said, We Did' action plan to take

forward the issues arising from the extensive staff engagement exercise carried out by the service during 2019.

8.3 **Right for Renfrewshire**

As detailed in paragraph 4.4 above the service will contribute to the delivery of 'Right for Renfrewshire', the next phase of the Council's long term change and transformation programme. Some parts of the service have been included within the first tranche of the programme under the two project areas of 'Placeshaping' (Flooding, Roads Development Control, and Transport Strategy) and 'Community Protection' (Parking). Work is expected be completed in early 2020. Services will be designed differently and how we work will change. The programme will make the most of emerging opportunities in digital technology, build on strong partnership working, including the changing and developing relationship with communities.

8.4 **Environment and Place**

Continuing to lead the delivery of Renfrewshire's Environment and Place agenda including:

- An enhanced roadside litter programme during the winter period.
- Introduction of a weed scrapping programme over the winter months to target areas of high weed growth.
- Programming works to address broken and obsolete signage over the winter months.
- The Team Up to Clean Up campaign will continue with preparation for a new spring clean event in 2019; and
- Working with Children's Services to introduce educational initiatives in relation to litter and waste.

8.5 **Climate Change**

At the full Council meeting in June 2019, the Council recognised that there is an environment and climate emergency and pledged to work proactively with others to make Renfrewshire carbon neutral by 2030.

Environment & Infrastructure already delivers a number of programmes to help mitigate climate change. It leads on the Environment and Place agenda, a £2.5million investment across five years which is making a difference to the cleanliness of the streets in Renfrewshire and improving the local environment.

The service has a key role in promoting and encouraging waste minimisation through reducing, reusing and recycling. The recent waste service change has delivered positive outcomes with Renfrewshire's households helping to reduce their residual waste and presenting more recyclable waste.

We work closely with SEPA on matters relating to flooding and the development of the Clyde and Loch Lomond Flood Risk Management Strategy has set a framework for action for the Council to address flooding in areas at most risk. This assists communities to become more resilient to the impacts of global warming and climate change.

The service is also embedding sustainable travel planning across the Council. This has encouraged more efficient and effective methods of sustainable travel; increased the use of electric vehicles and is working towards improving our fleet utilisation.

Increasing our use of alternative fuel will also have a positive impact on levels of CO_2 being emitted by the public vehicle fleet. In recent years the service has made a significant impact on reducing CO_2 emissions from our public space lighting as a result of the implementation of the LED replacement programme.

Following the Council's declaration of a climate change emergency the service will play an active role in support of the Cross-Party Working Group on Climate Change.

8.6 **Fleet & Social Transport Services**
The service is currently exploring ways of improving utilisation, efficiency and costs without impacting on service users. Further exploration of green fleet support from Transport Scotland has allowed the introduction of further electric zero emissions vehicles during the coming months ahead. Social Transport will benefit from new low-level floor, access vehicles that operate without tail lift facilities, to support the needs of customers using the service.

8.7 **Cemeteries Investment**
Investment works on the remaining three cemeteries, as part of the £1 million cemeteries investment will be completed by the end of the financial year.

8.8 **Responsiveness to Complaints**

The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. Whilst the performance figures are still lower than target, they show a continuing improvement on last year. A future area of focus is to develop a more robust approach to managing the actions arising from enquiries and complaints. This will be supported by the introduction of a new corporate customer management system.

8.9 **Public Realm and UK City of Culture Legacy**
The Council report of September 2018 approved an investment in Paisley Town Centre public realm and traffic improvements to the transportation

infrastructure. Early preparatory work will now be taken forward to a detailed design stage with extensive public and business consultation.

8.10 **Workforce Plan**
Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime. Senior managers within Environment & Infrastructure have been allocated these areas to take a focus and develop and deliver throughout the service.

8.11 **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 gulley service.

The service has procured a new in-cab digital routing system to support crews in the collection of household waste. The new system will be introduced over the next few months and will, over time, link directly with the Customer Service Centre.

Implications of the Report

1. **Financial** – The report highlights resourcing pressures arising from increasing demand for services and the current financial environment.

2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & Infrastructure, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.

3. **Community & Council Planning**

    Reshaping our place, our economy and our future – actively involved in delivering the public realm aspects of Paisley 2021 Legacy and supporting the Invest in Renfrewshire scheme. The service is also contributing towards: the Economic Framework and Paisley Town Centre Action Plan, maintaining and improving strategic road, rail and transport connections; and supporting the Glasgow City Region/City Deal.

    Tackling inequality, ensuring opportunities for all – the service provides healthy hot meals during designated holiday periods through the Families First project. It is also working to develop and deliver a Respectful Funeral Service.

    Creating a sustainable Renfrewshire for all to enjoy – The service leads on the Environment and Place agenda, promotes and encourages waste

minimisation through reducing, reusing and recycling, and increasing the use of alternative fuels in the Council fleet. It also works in partnership with the community to make Renfrewshire a cleaner place to live, visit or do business.

Working together to improve outcomes – the service is committed to the delivery of workforce integration and make better use of the Council's assets.

4.   **Legal** – None.

5.   **Property/Assets** – None.

6.   **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.

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. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.

8.   **Health & Safety** – The Service Improvement Plan supports Environment & Infrastructure's commitment to ensuring effective Health & Safety management.

9.   **Procurement** – None.

10.   **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Environment & Infrastructure Risk Register.

11.   **Privacy Impact** – None.

12.   **CoSLA Policy Position** – Not applicable

13.   **Climate Risk –** The performance outlined within the report will continue to contribute to positive climate change.

List of Background Papers: None

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Environment & Infrastructure Service Improvement Plan 2018-2021
Mid-Year Monitoring Report

Action Status			
☒	Cancelled	✅	Completed
🔴	Overdue; Neglected	▶	Not Started; In Progress; Assigned
⚠	Unassigned; Check Progress		
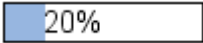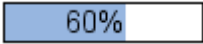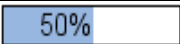
Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
01	Deliver the 2019/20 roads and footways capital investment programme - £8.089 million	▶	60%	31-Mar-2020	The roads capital investment for 2019/20, approved by Council on 28 Feb 2019, is delivering a capital investment programme of £8.089m in Renfrewshire's roads, pavements, paths and cycle tracks. The programme commenced in Apr 2019 with the resurfacing of 66 carriageways and 26 footways completed. In addition, 19 carriageways have been surface dressed, 8 have been micro-surfaced & 12 have been pre-patched in advance of next year's surface dressing programme. The investment programme over the last three years has had a positive impact on the overall condition of Renfrewshire's roads. This is reflected in the improving position of the LGBF road condition indicators.
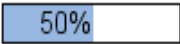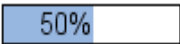
Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)	▶	20%	31-Mar-2022	In the last six months a series of public transport enhancements have been added to the existing provision. This has included real time passenger information displays along Renfrew Road,as well as in Glasgow Road and Paisley town centre. New traffic signals have been introduced at the entrance to the Walneuk retail development. A footbridge across the White Cart is being refurbished and reopened for pedestrian and cycle traffic as part of the Paisley to Renfrew cycle way Officers continue to assess roads construction consent applications from developers for new roads to be added to the public road network, particularly in Bishopton, Hawkhead and Dykebar.
03	Support the delivery of City Deal initiatives, combining roads and active travel projects into a coherent network for all road users	▶	60%	31-Mar-2021	Support continues for the infrastructure associated with the City Deal investment projects. The service contributes to joint working, supporting the Glasgow City Region/City Deal and the £1.13bn Glasgow and Clyde Valley Infrastructure Fund, in particular the roads, transportation & cycling aspects of the Renfrewshire projects.
04	Lead on the works to improve the transport infrastructure in Paisley Town Centre	▶	50%	31-Mar-2021	Public realm works are being led by the Cultural Infrastructure team with Environment & Infrastructure leading on the traffic and transportation improvements. A public consultation exercise was carried out which outlined broad support for the key interventions identified. The

Code	Action	Status	Progress	Due Date	Update
					consultation feedback will form a key part of the design stages going forward. This will be subject to further consultation prior to agreement on a final design. We intend to appoint a design consultant in January 2020 with further consultation in early Spring.
05	Support economic regeneration and job creation through the regeneration and revitalisation of town centres and the creation of a town centres action plan	▶	50%	31-Mar-2021	The Service has played a key role in the submission of a successful funding bid to the Scottish Governments Town Centre Regeneration Fund with the associated works due to take place within Renfrew and Johnstone Town Centres.
06	Deliver an increase in cycling infrastructure across Renfrewshire	▶	50%	31-Mar-2020	Progress continues to be made on the expansion of the cycle network in partnership with the cycling charity, Sustrans. Design work is being undertaken on the Paisley to Renfrew route and the Renfrew to Glasgow boundary route.
07	Implement the transfer of the Council's traffic light infrastructure from analogue to digital	▶	40%	30 -June 2022	A tender process for the provision of a hosted Urban Traffic Control (UTC) and communications system was awarded in late September 2019. The analogue BT communications lines will be replaced with 4G mobile technology before BT's planned removal of the lines in March 2020.

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

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads (LGBF Indicator)	✅	⬆	⬆	23.8%	25%	19.9%	25%	Not measured for Quarters		25%	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. The figure provided in the table is provisional data taken from SCOTS.
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads (LGBF Indicator)	✅	⬆	⬆	25.9%	25.0%	24.1%	25.0%	Not measured for Quarters		25.0%	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. The figure provided in the table is provisional data taken from SCOTS.

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

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
03	(Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads (LGBF Indicator)	⚠	⬆	⬆	37.5%	35.0%	35.4%	35.0%	Not measured for Quarters		35.0%	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. The figure provided in the table is provisional data taken from SCOTS.
04	(Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads (LGBF Indicator)	✔	⬇	⬆	35.1%	36.0%	35.4%	36.0%	Not measured for Quarters		36.0%	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. The figure provided in the table is provisional data taken from SCOTS.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
05	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall	✅	⬆	⬆	33.9%	35%	32.8%	35%	Not measured for Quarters		35%	**Local Government Benchmarking Framework (LGBF) Indicator** The figure provided in the table is provisional data taken from SCOTS. Performance has improved from 33.9% in 2017/18 to 32.8% in 2018/19 and has exceeded the 2018/19 target of 35%.
06	% of pothole repairs completed within timescales	✅	⬆	⬆	56%	68%	50%	75%	76%	Not yet available	75%	In the first quarter of 2019/20 76% of pothole repairs were completed within timescales. This was an improvement on the performance at the same period in 2018/19 when 47% of potholes were completed within timescale. 3,850 potholes have been filled during quarter 1 of 2019/20. The process for reporting and repairing potholes has been streamlined with mobile technology having been rolled out recently.
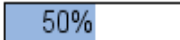
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
07	% of Statutory category A road inspections completed on target	⚠️	▬	▬	100%	100%	95%	100%	Not measured for Quarters		95%	Performance for category A road inspections was 95%. These inspections are carried out on 'live sites' which are utility works actually in progress. On one site, as a result of a major utility carrying out work, it was not possible to undertake the inspection.
08	% of Statutory category B road inspections completed on target	✅	▬	▬	95%	100%	100%	100%	Not measured for Quarters		100%	In 2018/19 the statutory road inspections were achieved for both category B & category C. The annual performance for these indicators was 100%.
09	% of Statutory category C road inspections completed on target	✅	▬	▬	98%	100%	100%	100%	Not measured for Quarters		100%	The three categories of statutory inspections relate to the timing of inspections and are categorised as follows: A - Undertaken during the progress of the works; B – Undertaken within the six months following interim or permanent reinstatement; C – Undertaken within the three months preceding the end of the guarantee period.

Council Plan Strategic Outcome 3: Tackling inequality, ensuring opportunities for all				Priority Actions	
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
01	Develop and deliver a Respectful Funeral Service	▶	100%	31-Dec-2019	The Renfrewshire Respectful Funeral Service was officially launched on 14th August 2019. Seven local funeral directors have signed up and are offering the service. This will ensure that the residents of Renfrewshire have access to a cost effective, respectful funeral service.
02	Promote equality and diversity through all services	▶	100%	31-Mar-2021	Service planning and delivery continue to support all Renfrewshire's residents.
03	Provide employment and training opportunities for identified groups of young people in Renfrewshire	▶	50%	31-Mar-2020	Fleet Solutions and Social Transport have been working in partnership with the Council's Economic Development Team and Project SEARCH and have identified the need for 2 Modern apprentices. These roles will be filled in the upcoming months.

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

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Respectful funeral service – Value of savings achieved by Renfrewshire residents	▬	▬	▬		New PI from 2019/20			Not measured for Quarters			This is a new PI. Baseline data will be captured in 2019/20 with targets being set thereafter.

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Deliver a programme of enhanced operational environmental and community support activities for environment and place	▶	50%	31-Mar-2023	Through the additional Environment & Place funding, work continues to go from strength to strength. Community Groups continue to grow with litterpicks being undertaken on a weekly basis by many groups. We also have 6 dedicated Community litter pickers servicing our communities. The caddies with environmental equipment have been a success and passed to communities throughout Renfrewshire. We have recently appointed a Vegetation and Roads asset officer who has commenced work to identify and programme works to start addressing broken and obsolete signage. These works will be carried out over the winter months. In 2019/20, in the first 6 months we have cleaned in excess of 11,000 gullies. Every primary school child in Renfrewshire has now received a copy of The Clumps' Big Mess (over 14,000 copies), a book designed and targeted at school children to understand the damage of littering. The Spotless September challenge was launched again with many community groups taking part and an appreciation event for all communities were

Council Plan Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
					held in October 2019. StreetScene continue to deploy crews to remove all the litter and waste which communities lift, fully supporting and working in partnership to deliver lasting change in our communities.
02	Develop action plans to address flooding risk in Renfrewshire	▶	50%	31-Mar-2021	Through the Flood Risk Management (Scotland) Act 2009 (Cycle 2, 22.06.16 – 22.06.22) collaboration continues with SEPA, Scottish Water, the national parks authority and neighbouring councils to identify the most sustainable combination of measures to reduce overall flood risk to the community, the environment, cultural heritage and the economy.
03	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy (Council Plan Action)	▶	60%	31-Mar-2022	The Council fleet had 70 Electric Vehicles at the end of September. This equates to 17% of the total fleet. Thirty Renault Zoe electric vehicles have been deployed in the Sustainable Travel Plan Pool Fleet replacing fossil fuel cars with zero emission vehicles. An additional 18 electric vehicles were delivered during October increasing the total number of electric vehicles to 88 which is 20.7% of the total fleet.

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
04	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution to ensure that all waste collected by authorities is diverted from landfill (Council Plan Action)	▶	97%	31-Dec-2019	The Council, in collaboration with four other councils, has invested in an energy from waste plant at Dunbar at a cost of £177 million with a total contract value of £700m over the 25 year period. The primary residual waste treatment facility at Bargeddie commenced commissioning in mid-August. Residual waste from Renfrewshire; together with other partner council's residual waste is now being put through the facility which recovers metals and plastics, before being transferred to Dunbar for Energy Recovery. The facility is on schedule to start on 1st December 2019. This will enable the Council to meet its landfill diversion targets.
05	Deliver the requirements of the Scottish Household recycling charter and related service changes (Council Plan Action)	▶	85%	31-Mar-2021	Phase 2 of the waste service change (Park Mains, North Barr, Bargarran and Rashielee areas of Erskine) was successfully rolled out during August 2019.
06	Develop and implement a long term sustainable leachate and surface water management plan for Linwood Moss	▶	80%	31-Mar-2020	A closure, restoration and aftercare Plan is being finalised. This will be submitted to the Scottish Environment Protection Agency (SEPA) in December this year for their review.

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

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Street Cleanliness Score - % of areas assessed as clean (Council Plan Indicator)	✓	⬇	⬆	90.5%	90%	91.9%	90%	Not measured for Quarters		90%	The percentage of Renfrewshire's street assessed as clean was 91.9% for 2018/19. This is an improvement of 1.4% on the previous year's performance. The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB). This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.

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

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
02	Amount of CO$_2$ emitted by the public vehicle fleet (Council Plan Indicator)	🛑	⬆	⬇	3,652	3,060	3,836	2,840	Not measured for Quarters		2,730	This is an annual indicator and the 2019/20 performance will be reported to this Board as part of the SIP out-turn report in May 2020. Over the last 18 months, the Council has introduced a Sustainable Travel Scheme, where Council officers undertaking Council business, rather than use their own vehicles are asked to consider the scheme hierarchy, i.e. can they use another form of public transport or one of the Council's pool bikes to undertake their journey before considering the car. The scheme is proving successful and has reduced the business miles travelled by car by over 20% since its introduction. The majority of the pool vehicles are now electric and therefore reducing the overall amount of petrol/diesel fuel consumed. It is expected that the Sustainable Travel Scheme will have a positive impact on this indicator during 2019/20.

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

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
03	% of the vehicle fleet which uses alternative fuels, such as electricity (Council Plan Indicator)	✅	⬆	⬆	7.6%	7%	9.8%	9%	12%	16.5%	11%	The percentage of the vehicle fleet which uses alternative fuel such as electricity was 16.5% at the end of quarter 2 in 2019/20. This is up from 9.8%% in 2018/19. This figure is based on a total of 70 electric vehicles. Additional electric vehicles were added to the fleet in October resulting in 20.7% now using alternative fuel.
04	Reduce the amount of CO_2 emitted from public space lighting (Council Plan Indicator)	✅	⬆	⬆	2,163	3,200	1,679	1,750	Not measured for Quarters		1,700	There has been a significant reduction in CO_2 emissions from public space lighting due to the implementation of the LED replacement programme. This figure shows a significant improvement in 2018/19 compared to previous years. There was a 22% reduction in CO_2 between 2017/18 and 2018/19.

Code	Performance Indicator	Current Status	Short Term Trend	**Long Term Trend**	2017		2018		Q1 2019	Q2 2019	2019	**Explanation of Performance**
					Value	Target	Value	Target	Value	Value	Target	
05	% of Household Waste Recycled (Calendar year data) (**LGBF Indicator**)	✅	⬆	⬆	47.8%	50%	49.2%	50%	44.1%	58.9%	54%	This data relates to the first two quarters in the calendar year 2019, January to June. It is an estimate which is not yet verified by SEPA. The cumulative recycling rate for the first 2 quarters was estimated to be 52.3%. This is an improvement on the performance over the first 2 quarters of 2018 when recycling rate was 47.9%.
06	% of Household waste collected which is landfilled (Calendar year data)	✅	⬇	⬆	28.3%	34%	20.3%	33%	Not measured for Quarters		16%	The % of waste going to landfill has decreased by 8% due to the diversion of waste to landfill from our residual waste contractor.

Council Plan Strategic Outcome 5: Working together to improve outcomes					Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance	▶	75%	31-Mar-2022	Environment & Infrastructure Services and officers from HR & Organisational Development meet every 2 weeks to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.
02	Implement the Council's new Organisational Development Strategy	▶	50%	31-Mar-2021	Environment & Infrastructure has implemented a Workforce Planning Action Group to take forward the key priorities of the Organisational Development & Workforce Planning Strategies. Each of the four workstreams has a lead officer. The key workstreams are Absence, Overtime, Training and Development and Recruitment.
03	A strategic planning approach to future skills and service requirements will be implemented	▶	50%	31-Mar-2021	A key priority of the Workforce Planning Action Plan is the training and development of employees. Dedicated resource has been provided to review the current arrangements for training and development of employees across the service to ensure our workforce has the skills and resilience required both for current service provision and in the future.

Council Plan Strategic Outcome 5: Working together to improve outcomes					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
04	Active participation in Council's Transformational Programme	▶	50%	31-Mar-2020	The service continues to engage with existing service reviews within the Better Council Change Programme and will be involved in the implementation of the Right for Renfrewshire programme.
05	Better use of data and technology to improve services performance and delivery	▶	50%	31-Mar-2020	The service has developed apps to support officers in delivering frontline operational requirements. The service has implemented an online process for special uplifts provided through the Council's customer account portal, "MyAccount". A new Gully App has also been developed to support gully maintenance. A new approach to how management information is used to support service improvement is being rolled out across each service area.
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation (Council Plan Action)	▶	50%	31-Mar-2020	Fleet Services and Social Transport continues to support the vital modes of transport across Council services. Fleet services has explored funding options for electric, hydrogen and hybrid vehicle options as well as working closely with Transport Scotland, Energy Savings Trust and Scottish Power Energy Network. Social Transport has undertaken a review of its service routing to identify additional areas of improvement and efficiencies within the service. Engagement sessions have taken place with services across the Council to better understand and improve the service provided.

Council Plan Strategic Outcome 5: Working together to improve outcomes					Priority Actions
Code	**Action**	**Status**	**Progress**	**Due Date**	**Update**
07	Deliver improvements in the Council's Cemeteries estate	▶	75%	31-Mar-2023	Works commenced in Hawkhead Cemetery on 15 July 2019, the works are being carried out in two phases with the first phase due for completion on 22 September 2019. The second phase commenced on 23rd September 2019 with an estimated completion date of 29 November 2019. The main works relate to the installation of new drainage to address the problem of flooding. The works also include resurfacing of the internal roads and the installation of kerbing. Works in Bishopton, Abbey, Houston, Lochwinnoch and Broomward are now complete. Works to all cemeteries will be completed by the end of the financial year.
08	Support the Council to implement the Business World system	▶	100%	31-Mar-2020	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World.
09	Develop a strategic approach to asset management	▶	50%	31-Mar-2020	The service is reviewing the systems used to record all asset management information with a view to reducing the number of systems in place and avoid duplication.
10	Ensure robust and up to date business continuity arrangements are in place	▶	100%	31-Mar-2020	Environment and Infrastructure Business Continuity Plan was updated in May 2019. The service's Resilience Management Team hold regularly meetings to review upcoming events, lessons learned from recent incidents or business continuity exercises.

Code	Action	Status	Progress	Due Date	Update
11	Review and maintain continuous improvement frameworks	▶	50%	31-Mar-2020	Environment and Infrastructure continue to demonstrate compliance with ISO9001 for quality management systems. The Facilities Management Catering Service in Secondary Schools and Council run Care Homes operate to ISO22000 for Food Safety Management Systems, providing confidence in the food produced within the kitchens and served to customers.

In addition, Environment & Infrastructure, successfully contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, a commitment to comply with defined health and safety standards to safeguard employees and customers. |

Council Plan Strategic Outcome 5:
Working together to improve outcomes

Priority Actions

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)	⚠️	⬇️	⬆️	New 18/19	New 18/19	13.88	10.74	3.22	3.29	13.7	The cumulative absence performance for the first two quarters of 2019/20 was 6.61 days lost per FTE employee and was slightly above the 6 month target of 6.50. A working group has been set up to ensure that the department is monitoring the progress of employees through the absence management process and ensuring they are provided with support required to return to work.
02	% of members enquiries completed within timescale by Environment & Infrastructure	🛑	▬	▬	New performance indicator 2019/20				89%	89%	100%	Environment & Infrastructure received 3,226 members enquiries in the first two quarters of 2019/20, of which 2,871 (89%) were responded to within timescale. This is an improvement on the performance for the same period in 2018/19 when there were 2,454 members enquiries, of which 1,667 (67.9%) were responded to within timescale.
03	% of FOI requests completed within	⚠️	⬆️	⬇️	99%	100%	97%	100%	92%	97%	100%	Environment & Infrastructure dealt with 212 Freedom of Information requests in in the first two quarters of 2019/20, of which

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
	timescale by Environment & Infrastructure											201 (95%) were responded to within timescale. 75 of these requests were cross departmental and 137 were departmental.
04	% of front line resolutions dealt with within timescale by Environment & Infrastructure	🛑	⬇	⬇	85%	100%	75%	100%	66%	58%	100%	Environment & Infrastructure received 3,122 front line resolutions in the first two quarters of 2019/20, of which 1,919 (61%) were responded to within timescale
05	% of complaint investigations completed within timescale by Environment & Infrastructure	🛑	⬆	⬆	72%	100%	69%	100%	67%	90%	100%	In the same period the service dealt with 253 complaint investigations 203 (80%) of which were dealt with within the agreed timescale.
06	% of bins uplifted first time	🔺	▬	▬	New performance indicator 2019/20				99.76%	99.82%	99.95%	The percentage of bins uplifted first time in the first two quarters was 99.8%. 7,842 were missed from the total of 3,749,750 due to be uplifted.
07	Cost of Maintenance per Kilometre of roads (LGBF Indicator)	📈	▬	▬	£18,578	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
												LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.
08	% of adults satisfied with parks and open spaces (LGBF Indicator)				84%	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.
09	Cost of parks and open spaces per 1,000 of the population (LGBF				£21,450	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
	Indicator)											LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.
10	% of adults satisfied with refuse collection (LGBF Indicator)				84.33%	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.
11	Net cost of waste collection per premise (LGBF Indicator)				£52.86	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
												LGBF.
												The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.
12	Net cost of waste disposal per premise (LGBF Indicator)				£114.79	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator**
												This data is published by the Improvement Service on an annual basis as part of the LGBF.
												The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.
13	% of adults satisfied with street cleaning (LGBF Indicator)				61.33%	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator**
												This data is published by the Improvement Service on an annual basis as part of the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1	Q2	2019/20	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
					LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.							
14	Net cost of street cleaning per 1,000 of the population (LGBF Indicator)				£6,181	n/a	Not yet available	n/a	Not measured for Quarters		n/a	**Local Government Benchmarking Framework (LGBF) Indicator** This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2018/19 performance data will not be available until December 2019. A final release will be published in late February 2020 and will be reported to the Audit, Risk and Scrutiny Board in March 2020 as soon as it is available.