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

**On: 9 November 2022**

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**Report by: Gordon McNeil, Director of Environment & Infrastructure**

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**Heading: Environment & Infrastructure Service Improvement Plan 2022/25  
Mid-Year Monitoring Report**

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## **1. Summary**

- 1.1 The Environment & Infrastructure Service Improvement Plan 2022-25 was approved by the Infrastructure, Land and Environment Policy Board on 15 June 2022. The plan sets out the priorities for the development of the service over a three-year period. Since the Service Improvement Plan was developed, Council has approved a new five-year Council Plan. Consequently, actions and indicators in the Service Improvement Plan have been realigned to fit the themes in that new Council Plan and refreshed Community Plan, both approved by Council in September 2022. These are detailed later in the report.
- 1.2 Service Improvement Plans reflect the service activity for each Council service, rather than the themes of the Council's Policy Boards. Some aspects of service delivery may fall within the remit of other Policy Boards. In the case of the Environment & Infrastructure SIP, the service activity is split across both the Infrastructure, Land and Environment Policy Board and Finance, Resources and Customer Service Policy Board and the SIP and updates related to it are therefore reported to both Policy Boards. This covering report and the appendices reflect the areas that are most relevant to the remit of the Infrastructure, Land and Environment Policy Board.
- 1.3 The Service Improvement Plan sets out the actions which will ensure continuous improvement across the service and the performance indicators

which ensure the impact can be measured. These reflect the priority themes of the Council Plan.

1.4 This report contains details performance and achievements over the period 1 April 2022 to 30 September 2022. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- an update on changes made to the action plan and scorecard to reflect the new Council Plan themes;
- a progress update on implementing the action plan linked to the 2022-25 Service Improvement Plan;
- an assessment of performance in relation to the service scorecard of core performance indicators; and
- an overview of priorities for the service over the next six months.

1.5 As detailed in section 5 of this report, over the past six months, the service has made good progress in delivering positive outcomes for Renfrewshire and its residents. The list below details some of these achievements.

- Operations & Infrastructure capital programme is delivering real improvements to Renfrewshire's infrastructure;
- Delivering key programmes to support our RenZero priorities;
- Leading the Environment and Place agenda;
- Securing funding from the Recycling Investment Fund to develop Infrastructure in our HWRCs
- Investment in infrastructure in 6 play areas;
- Progressing the #YouDecide participatory budget programme

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## **2. Recommendations**

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

- a) the contents of this report;
  - b) the progress to date on delivering the actions contained within the Environment & Infrastructure Service Improvement Plan;
  - c) the current performance of the service as measured by the scorecard indicators.
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### **3. Background**

- 3.1 The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, 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 appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2022-25 plan.
  - 3.3 Section 4 of this report provides a note on the newly approved Council Plan, outlining the strategic direction the Council Plan describes and how the Service Improvement Plan process aligns with this. Section 5 gives details of service activity and achievements over the period April-September 2022. Section 6 discusses actions delayed or cancelled since the Service Improvement Plan, and any new actions added to reflect additional priorities identified since the plan was approved. Section 7 provides a narrative on performance against the scorecard included as Appendix 2.
  - 3.4 An outturn report detailing full-year performance will be brought before this board in spring 2023.
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### **4. New Council Plan**

- 4.1 Since approval of the Environment & Infrastructure Service Improvement Plan by this Board on 15 June 2022 full Council has approved a new Council Plan, which sets out our strategic priorities under five themes – Place, Economy, Fair, Green, Living Our Values. It also has a cross-cutting theme of improving outcomes for children and families, reflecting the importance of delivering the best possible start for children in Renfrewshire.
- 4.2 The new Council Plan recognises the financial challenge that Renfrewshire, like all local authorities, currently faces. The scale of the challenge has been set out for elected members and the public through a series of reports to Council, and officers will continue to provide regular updates in this way. In response, Council agreed in June 2022 to a portfolio of financial sustainability

work to be delivered alongside the main transformation programme and reviews undertaken by individual services. The focus of this activity is also to improve service delivery and outcomes achieved for service users; it is about delivering modern and effective services as well as financial savings. The outcomes of this work may be reflected in future Service Improvement Plans as well as the Council Plan.

Despite the scale of the challenge, Council remains committed to building on the many strengths of our communities and delivering strong universal services that support everyone to live well and embrace opportunities.

4.3 The direction of the Council over the next five years will be driven by our five key themes:

- We will encourage kind and connected communities where citizens take pride in the **place** they live
- We will support a strong and flexible local **economy**
- We want Renfrewshire to be a **fair** place, where people feel safe, supported and empowered
- We will work towards a **greener** future
- As an organisation, we will be driven by our **values**, to be fair, helpful, collaborative and value learning.
- An additional cross cutting theme for the whole plan will be to **improve outcomes for children and families**.

4.4 In order to keep Service Improvement Plans aligned with the Council Plan, actions and performance indicators have been re-allocated to these 5 new themes and the new cross cutting theme.

## 5. Service Update and Key Achievements April-September 2022

- Operations & Infrastructure capital programme is delivering real improvements to Renfrewshire's infrastructure
- In the first 6 months of the year the following programmes were being delivered to support our RenZero priorities:
  - New active travel schemes have been launched, Beat the Street, School Active Travel Promotion, Scootability, Not Far? Leave the Car;
  - The number of electric vehicles is 117; 25% of the Council's fleet;
  - Several areas of biodiversity have established and have been in bloom;

- Leading the Environment and Place agenda, fronted by the Team Up to Clean Up campaign, in partnership with Communities, Housing & Planning establishment of the Environmental Task Force;
- £346,107 funding from the Recycling Investment Fund (RIF) has been awarded and will be used to develop infrastructure in HWRCs to improve the quantity and quality of recyclate collected through this waste stream;
- Implementing co-mingled garden and food waste collections for 16,000 households across the Council area;
- Continued parks investment with new equipment in 6 play areas;
  - Morar Drive, Paisley;
  - Durrockstock Park, Paisley;
  - Ellerslie Street, Johnstone;
  - Tinto Square, Renfrew;
  - Ben Lawers Drive (Hawkhead Park), Paisley; and
  - East End Park, Paisley.
- Continued improvements in cemeteries of main road infrastructure including drainage and signage;
- Progression of #YouDecide participatory budget programme consultation with local residents for improvements and project ideas in their community; and
- Maintaining ISO 9001 accreditation.

## 6. Areas where actions have been delayed or cancelled

- 6.1 Due to service resource constraints and factors external to the Council some actions have seen their target dates modified while others have been required to be paused.

These include:

- **Implement the requirements of the Transport (Scotland) Act 2019 including enforcement of restrictions on pavement parking** - target date has been revised to reflect changes to the deadlines in national legislation
- **Develop a new Open Space Strategy** – work is progressing on the strategy, but the target completion date has now been revised from March 2023 to March 2024
- **Continue to develop a suite of digital solutions across the service** – the identification of additional digital opportunities has resulted in the target completion date being revised from March 2023 to September 2023
- **Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and**

**Extended Producer Responsibility schemes** - the target completion date has been revised from March 2023 to March 2024 due to delays in implementation at the national level

- **Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables and Continue to develop service delivery methods to improve customer experience and meet demanding recycling and Net Zero targets** - It is recommended that these actions be removed, and activity be reported as part of the action, *Support of the Council's pledge to make Renfrewshire carbon neutral by 2030*

**6.2** The remaining actions have been progressing in line with anticipated timescales

## **7. Progress against performance measures**

**7.1** Environment & Infrastructure has 22 performance indicators in its current scorecard. Of these, 9 are reported quarterly and 13 are reported annually. This report contains data pertaining to quarter 1/2 as well as trend data.

**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 2022/22 data in early December 2022.

**7.4** Some highlights of service performance and outcomes, with specific relevance to this Policy Board, include:

- The percentage of the road network considered for treatment has improved across all categories showing sustained improvement over the last few years;
- The percentage of the vehicle fleet which uses alternative fuels, such as electricity, at 27% has exceeded its performance target of 25% for the first two quarters of 2022/23;
- Potholes – For the first 6 months of 2022/23 performance was 91% and above the target of 80% for this year;
- The 2021 household waste recycling data has now been verified by SEPA and confirms that Renfrewshire's recycling rate has improved to 51.7% in 2021. Renfrewshire's performance compares well to the national average which was 42.7%. For the first two quarters of 2022 the performance is estimated as 53.3% (unverified figures);

- Elected Member enquiry response rate of 92.3% continues to exceed the current 85% target;
- Frontline resolutions response rate of 85.3% exceeds the 85% target to the end of September 2022
- Complaint investigation response rate of 90.9% exceeds the 85% target. Scrutiny of complaints data and performance is a key priority for the service. This focus is now having a positive impact with response rates improving

## **8. Priorities over the next six months**

### **8.1 Financial management**

The Council has agreed to a portfolio of financial sustainability work to be delivered alongside the main transformation programme and reviews undertaken by individual services. Environment & Infrastructure will support the portfolio approach and ensure that the focus of its activity will be on improving service delivery and outcomes achieved for service users while delivering modern and effective services as well as financial savings.

### **8.2 Right for Renfrewshire**

The service continues to engage with the Right for Renfrewshire programme. The Operations & Infrastructure service area is currently under review as part of the programme;

### **8.3 COVID Recovery**

Environment and Infrastructure's key services continued to operate within Covid-19 pandemic. Frontline operational services have experienced pressure on resources, with annual leave and recruitment issues in some areas stretching the resilience of services.

### **8.4 Plan for RenZero**

The service will continue to be at the forefront of work being done to respond to climate change targets through RenZero. It will achieve this by building on the positive impacts of the following key areas:

**Transition To Clean Energy** - undertaking a strategic review of all the buildings we own to ensure more efficient use: minimising energy consumption; reducing energy waste; maximising energy efficiency; and ensuring all public and community buildings have renewables where technically feasible. Work towards generating the equivalent of 100% of the Council's public buildings' power needs and ensure 100% of Council public building heating requirements are carbon neutral.

**Resilient Place** - Leads on the Environment and Place agenda, which

continues to make a difference to the cleanliness of streets in Renfrewshire and improving the local environment.

**Sustainable Travel** - Removing the need for new petrol and diesel light commercial vehicles in the Council fleet and phasing out the need for all new petrol and diesel vehicles. New active travel schemes have been launched, Beat the Street, School Active Travel Promotion, Scootability, Not Far? Leave the Car. Working with public transport partners to explore options for increasing deployment of low emission buses, including electric and hydrogen vehicles, and improving public transport provision across the area

**Circular Economy** - Continue to promote and encourage waste minimisation through reducing, re-using and recycling. Ensuring recycling is accessible for everyone, including non-standard properties, e.g. tenements and flats. Working to resolve problem areas such as storage space, stairs, communal bins, lack of participation and fly tipping through ongoing stakeholder consultation and engagement. Ensuring that all Council buildings, including schools, have the facilities for the full recycling collection service and work with local businesses and commercial waste providers to identify improvement opportunities.

#### 8.5 **Waste Infrastructure Development**

Waste collection and infrastructure review – new recycling infrastructure in schools and implementation of the Recycling Investment Fund (RIF) investment across HWRCs;

#### 8.6 **Responsiveness to Freedom of Information requests & Complaints**

The service will continue to build on the improvements and strong focus on improving performance in responding to complaints, members enquiries and FOIs;

#### 8.7 **Use of Data and Technology**

Data, process flows, and digital improvement of services continues across all service areas, with focus on StreetScene and road operations over the next 6 months.

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### **Implications of the Report**

1. **Financial** – This report notes the financial challenges facing the local authority and the work that will be undertaken by the service to manage this.
2. **HR & Organisational Development** – The action plan included as Appendix 2 highlights the service's commitment to this priority area.



3. **Community/Council Planning** – Service Improvement Plans reflect the contribution of each service to the Council and Community Plans.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
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.
8. **Health & Safety** – Appendix 2 includes actions relating to employee wellbeing and absence.
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** - The service will contribute to the Council's Plan for Net Zero through its management of council property.

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**List of Background Papers:**

Environment & Infrastructure Service Improvement Plan 2022 - 2025  
Council Plan 2022-2027

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<b>Author</b>	<b>Gordon McNeil, Director of Environment &amp; Infrastructure</b>
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## Actions 2022-25









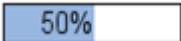


Status	
	Cancelled
	Delayed
	In Progress
	Completed



### Priority Action: Place



### Actions




Code	Action	Status	Progress	Due Date	Update
01	Deliver the 2022/23 roads and footways capital investment programme - £10.984 million		<div><div>70%</div></div>	31-Mar-2023	<p>The Roads Capital Investment programme for 2022/23 continues with 63 of the programmed 90 carriageways complete. 10 footway resurfacing schemes have been completed to date, however, the remainder of the footway programme is on hold for the time being due to the significant increase in contractor costs (a result of global bitumen prices). This has particularly affected the Footway Lot of the Roads Framework.</p> <p>The surface treatment programme is now complete with all of the 18 micro-surfacing dressing schemes complete and 13 of the programmed 14 surface dressing schemes complete (one scheme required to be cancelled due to Scottish Water works on that particular carriageway). The large area patching programme is around 80 % complete and will complete in February 2023.</p>


Priority Action: Place				Actions	
Code	Action	Status	Progress	Due Date	Update
02	Continue to develop and upgrade the Council's traffic light infrastructure from analogue to digital		<div><div>100%</div></div>	31-Mar-2023	The refurbishment of five signalised junctions from "old" technology to more efficient LED systems is now complete.
03	Update the Winter Maintenance Policy		<div><div>100%</div></div>	30-sept-2022	The new Winter Maintenance Policy for 2022-2027 was approved at the Infrastructure, Land and Environment Policy Board in August 2022.
04	Update Road Safety Policy		<div><div>100%</div></div>	31-Dec-2022	The approved Policy has been reviewed with no substantial changes required at the current time. The Policy will be reviewed as part of the implementation of the new Local Transport Strategy.
05	Develop and implement Unadopted Roads Policy		<div><div>10%</div></div>	31-Mar-2024 (Revised Target)	Initial discussions have taken place with other relevant Council services to develop the Policy going forward. However, due to resourcing issues within the infrastructure and transportation team this action will now be undertaken in financial year 2023/24.
06	Implement the requirements of the Transport (Scotland) Act 2019 including enforcement of restrictions on pavement parking		<div><div>20%</div></div>	31-Mar-2024 (Revised target)	Initial work in this area has focussed on implementation of 20mph zones across Renfrewshire. Initial survey work has been carried out to look at converting our previous advisory zones to permanent mandatory zones. Guidance on the enforcement of pavement parking has been further delayed due to the Scottish Government which is currently working secondary legislation and parking standards guidance that will underpin the enforcement of these parking prohibitions. This is not anticipated to

Priority Action: Place				Actions	
Code	Action	Status	Progress	Due Date	Update
					be in place until the end of 2023 with enforcement not likely to begin until 2024.
07	<p>Continue to develop a suite of digital solutions across the service including:</p> <ul style="list-style-type: none"> <li>- develop the digital application software for Waste Management system</li> <li>- Grass cutting at rural roads and path networks</li> <li>- Digital scheduling and real time recording of service activities</li> <li>- Gully Cleaning</li> <li>- Waste Collection</li> </ul>			<p>30 September 2023</p> <p>(Revised Target)</p>	<p>The digital monitoring of gulley activities is now operational is providing real time monitoring information. StreetScene activities are now benefitting from digital solutions for many parts of the service with the remainder progressing similar type applications.</p> <p>Waste Services changed supplier of Routeing software moving from Route Smart to Webaspx in August 2022. This new software has been installed in all refuse collection vehicles and route optimising activities are being explored.</p>
08	Develop a new Cemeteries Policy			31-Mar-2023	The policy has been developed over the first six months of the financial year with only some minor amendments being required. The revised draft will be submitted to board for approval in 2023.



Priority Action: Place					Actions
Code	Action	Status	Progress	Due Date	Update
09	Deliver improvements in the Council's Cemeteries estate		<div><div>85%</div></div>	30 Sept 2023 (Revised Target)	Improvements have been made over the past few years in the cemeteries main road infrastructure, including: drainage and signage. Capital spend has been committed for this financial year with further proposals to be submitted to board in early 2023 and will be commissioned by March 2023.
10	Implement schedule for grass cutting and vegetation cutback in rural areas and on core path network		<div><div>100%</div></div>	31-Mar-2023	First cut of both rural verges and paths were completed to schedule and have now been incorporated as a mainstream activity.



Priority Action: Economy				Actions	
Code	Action	Status	Progress	Due Date	Update
01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes		<div><div>50%</div></div>	31-Mar-2023	The service continues to pursue design and construction projects to fill identified gaps in the local transport network and to improve road user provision in line with its published strategies.
02	Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies		<div><div>10%</div></div>	31-Mar-2023	Strathclyde Partnership for Transport (SPT) has now published the draft Regional Transport Strategy (RTS) which is subject to final approval. The service has commenced a scoping exercise for a new Local Transport Strategy based on the principles included in the draft RTS.


Priority Action: Economy					Actions
Code	Action	Status	Progress	Due Date	Update
03	Continue to develop first phase design proposals for connectivity and transportation to enable application for external funding for project delivery economy		<div><div>50%</div></div>	31-Mar-2023	<p>Cycling Walking Safer Routes funding is now being used on an annual basis to prepare designs for relevant projects on an annual rolling programme, with design in year 1 and implementation in year 2. This will be an ongoing process in years ahead.</p> <p>Work in the current phase has included completion of the construction phase of the segregated shared pedestrian/cycle route on Greenock Road between Red Smiddy roundabout and the Inchinnan Drive roundabout. The next phase will include work from Red Smiddy to Erskine and southwards along Inchinnan Drive to Barnsford Road and the airport. It is due to be complete in March 2023.</p>
04	Implementation of a revised approach to Car Parking in our town centres		<div><div>20%</div></div>	31-Mar-2023	An initial scope for a new Car Parking Strategy has been developed to support business, improve enforcement and encourage public transport usage
05	Provide employment, training and apprenticeship opportunities for identified		<div><div>100%</div></div>	31-Mar-2023	Work is ongoing across to ensure the service provides employment, training and apprenticeship opportunities:




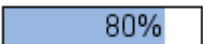
Priority Action: Economy					Actions
Code	Action	Status	Progress	Due Date	Update
	groups of young people in Renfrewshire				<ul style="list-style-type: none"> <li>- A revised apprenticeship model has been adopted within the Roads Service with a new career pathway now including apprenticeships through to Chargehand and Supervisor level.</li> <li>- Two graduate interns have been employed in Waste Strategy and in Parks and Open Spaces.</li> <li>- Waste Operations currently have got 5 Invest programme trainees working in frontline operations.</li> <li>- Streetscene Operations are currently in the process of recruiting 3 Invest trainees.</li> </ul>
06	Deliver Paisley Town Centre junction improvements as part of the Bus Partnership works.		<div><div>40%</div></div>	31-Mar-2023	Final designs for each of the junctions is now complete and will be subject to a consultation exercise.









Priority Action: Fair				Actions	
Code	Action	Status	Progress	Due Date	Update
01	Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements		<div><div>60%</div></div>	31-Mar-2023	The shortlist of ideas generated from the consultation programme will be presented to the public in October 2022 with the voting process commencing thereafter.
02	Continue to work with existing and establish new 'Friends of' groups to support implementation of the Community Empowerment Bill		<div><div>60%</div></div>	31-Mar-2023	In support of the Community Empowerment (Scotland) Act 2015 the service has been developing relationships with community groups. New groups have been established in relation to parks, playparks and cemeteries. Action is ongoing and on schedule to be complete by the target date.





Priority Action: Green				Actions	
Code	Action	Status	Progress	Due Date	Update
01	Support of the Council's pledge to make Renfrewshire carbon neutral by 2030		<div><div>50%</div></div>	31-Mar-2023	<p>In the first 6 months of this financial year the service has played an active role in the following focused outcome areas of Renfrewshire's Plan for Net Zero:</p> <p><b>Resilient Place</b> Leads on the Environment and Place agenda, which continues to make a difference to the cleanliness of streets in Renfrewshire and improving the local environment.</p> <p><b>Sustainable Travel</b> New active travel schemes have been launched, Beat the Street, School Active Travel Promotion, Scootability, Not Far? Leave the Car.</p> <p><b>Circular Economy</b> Continue to promote and encourage waste minimisation through reducing, re-using and recycling</p>
02	Deliver a programme of enhanced operational environmental and community support activities for environment and place		<div><div>50%</div></div>	31-Mar-2023	<p>Engagement on the online platform continues to grow with 4,000 members supporting the campaign.</p> <p>Members have benefitted from equipment including caddies, waterproof clothing and shoes.</p> <p>Greenspaces funding allocated to Team Up to Clean Up has seen individual volunteers procure and maintain planters in their community. The adoption of</p>




Priority Action: Green					Actions
Code	Action	Status	Progress	Due Date	Update
					<p>green spaces in their neighbourhoods has increased biodiversity and community engagement.</p> <p>Team Up to Clean Up's Environmental Taskforce officers have been appointed. This taskforce demonstrates partnership working between Renfrewshire Wardens and StreetScene Operations. The team will work to tackle environmental issues throughout Renfrewshire.</p>
03	Continue to develop service delivery methods to improve customer experience and meet demanding recycling and Net Zero targets	Now included in action above see note in update column			
04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables	Now included in action above see note in update column			
05	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit		<div><div>60%</div></div>	31 March 2024 (Revised Target)	Deposit Return Scheme was delayed further and will be implemented 16 August 2023. Waste & Resources Action Programme are progressing the implementation of the legislation.

Priority Action: Green					Actions
Code	Action	Status	Progress	Due Date	Update
	Return and Extended Producer Responsibility schemes.				<p>Specific communication has been made with services across Renfrewshire Council to ensure awareness or responsibilities and readiness for the implementation of the scheme. Work is ongoing to assist with the implementation of the scheme.</p> <p>Responses on the route map proposals have been submitted to the Circular Economy and Extended Producer Responsibility Schemes.</p> <p>Results from the consultation will inform and shape the future of waste services in local authorities.</p>
06	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.		 100%	31-Mar-2023	Initial preparatory works were completed in July 2022. This included the site clearance of antiquated plant and machinery, litter, a reconfiguration of the site layout, levelling of site and bunding put in situ for security.
07	Develop and implement a long-term sustainable leachate and surface water management plan for Linwood Moss.		 80%	30 June 2023 (Revised Target)	Flow rates of surface water continue to be monitored. Data on the surface water flow rates will be collated over a period of a year to account for seasonal effects on the leachate levels. Once all the data has been collated it will be submitted to SEPA, in


Priority Action: Green					Actions
Code	Action	Status	Progress	Due Date	Update
					December 2022 or early January 2023, to agree next phase of diluted direct discharge trial.
08	Develop a new Waste Strategy Policy		<div><div>35%</div></div>	30 June 2023 (Revised Target)	Existing policies have been updated in recent years but it is recognised that further revision is required to reflect the service developments and upcoming legislative changes.
09	Install fixed and mobile cameras to deter or help identify fly tipping in hotspot areas		<div><div>100%</div></div>	31-Mar-2023	Active cameras have been installed at identified fly tipping hotspots across Renfrewshire.  The Environmental Taskforce, expected to be in place in October 2022, will identify further suitable sites, gathering information on type of fly tipping (commercial or domestic), volume and frequency. Cameras will be relocated periodically, where required.
10	Development of Low Emissions / Electrification Strategy		<div><div>20%</div></div>	31-Mar-2023	Work has been commissioned by Environment & Infrastructure, as part of a City region wide partnership, to develop a strategy for the region. The successful consultant has been appointed and initial scoping works have been undertaken.

Priority Action: Living our Values				Actions	
Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance, health and wellbeing		<div><div>50%</div></div>	31-Mar-2023	<p>Absence management has been a key focus for the service in the first six months of 2022/23. The service has also invested in mental health first aid training and the creation of mental health champions.</p> <p>Environment &amp; Infrastructure continues to support delivery of the Corporate Health and Well Being Strategy.</p>
02	Implement the Council's People's Strategy		<div><div>50%</div></div>	31-Mar-2023	<p>Environment &amp; Infrastructure will support the development of this key Council priority.</p>
03	Active participation in Council's Right for Renfrewshire Transformational Programme		<div><div>50%</div></div>	31-Mar-2023	<p>Operations &amp; Infrastructure is participating in service reviews as part of the Right for Renfrewshire transformation programme. The service will be fully engaged in supporting the Council's strategy for financial sustainability through the portfolio approach which will be delivered alongside the main transformation programme and reviews undertaken by individual services.</p>

Priority Action: Living our Values					Actions
Code	Action	Status	Progress	Due Date	Update
04	Better use of data and technology to improve services performance and delivery		<div><div>50%</div></div>	31-Mar-2023	The use of data analytics and technological developments continues to employed to support service improvement out across each service area.
05	Deliver agreed operational efficiencies through fleet utilisation and rationalisation		<div><div>30%</div></div>	31-Mar-2023	Fleet services has used data analytics from to analyse and review vehicle utilisation across the fleet. As a direct result of this the core fleet has reduced year on year since 2020 (2020 - 391, 2021 – 388 and 2022 – 353). This is a result of effective fleet utilisation and increased use of pool vehicles to offset core fleet and improve utilisation and minimise cost of underused vehicles. This will continue as we monitor usage across departments and advise in the forthcoming years.
06	Support the Council to implement the Business World system		<div><div>100%</div></div>	31-Mar-2023	Environment & Infrastructure continue to participate and engage in the implementation of Business World.
07	Embed new approaches to staff communication and engagement across all areas of the service		<div><div>50%</div></div>	31-Mar-2023	The Service's approach to staff communication and engagement was halted due to the COVID-19 pandemic.




Priority Action: Living our Values					Actions
Code	Action	Status	Progress	Due Date	Update
					This will recommence during the remainder of the financial year with alternative approaches to engagement being implemented across the service. An enhanced approach to staff panels will be part of that process.
08	Ensure robust and up to date business continuity arrangements are in place		<div><div>50%</div></div>	31-Mar-2023	The Environment & Infrastructure, Resilience Management Team continue to hold quarterly meetings, to review recent incidents and lessons learned, business continuity exercises and any training required.
09	Review and maintain continuous improvement frameworks		<div><div>50%</div></div>	31-Mar-2023	Operations & Infrastructure has maintained ISO 9001 accreditation. Internal audits schedule will continue monitor the effectiveness of the Quality Management system.
10	Review Health & Safety and Risk Assessments		<div><div>50%</div></div>	31-Mar-2023	The Risk Assessment Process has been agreed and the development of an accompanying training module is nearing completion.



Priority Action: Living our Values					Actions
Code	Action	Status	Progress	Due Date	Update
11	Ensure robust financial monitoring is in place to support the COVID-19 recovery		<div><div>50%</div></div>	31-Mar-2023	The Senior Leadership Team and service managers continue to meet on a period by period basis with finance colleagues to monitor budgets and to ensure the service is provided with the most up to date information to ensure robust financial systems are in place to support the service.

## Priority Action: Improving Outcomes for Children and Families

## Actions

Code	Action	Status	Progress	Due Date	Update
01	Develop a new Open Space Strategy		<div><div>30%</div></div>	31-Mar-2024 (Revised Target)	Work on the new Open Space Strategy, in the first part of the year, has been focussed on capital investment in play park areas. The strategic overview of the current play areas has informed a Play Areas Strategy that will form part of the Open Space Strategy.
02	Work with colleagues in OneRen to improve access and opportunities to play tennis within Renfrewshire		<div><div>50%</div></div>	31-Mar-2023	An award, in principle, has been made for courts in Robertson Park and Brodie Park. Further surveys will be done on tennis courts in Johnstone.
03	Consult with local residents, especially children, on choice of equipment to be implemented for playpark improvements throughout Renfrewshire.		<div><div>100%</div></div>	31-Mar-2023	100% of this action has been carried out for this year's funding of play parks.

## Scorecard















PI Status			
	Alert		Unknown
	Warning		Data Only
	OK		




Long Term Trends	
	Improving
	No Change
	Getting Worse










Short Term Trends	
	Improving
	No Change
	Getting Worse










Priority Theme: Place					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01 (Maintenance) Carriageway Condition: % of road network considered for treatment												
(i)	A Class Roads				19.42%	22.5%	17.29%	22.5%	Not measured for Quarters	22%	Local Government Benchmarking Framework (LGBF) Indicators. This data is published by the Improvement Service on an annual basis as part of the LGBF.  <b>The figures for 2021/22 are provisional.</b>  The first draft of the 2021/22 performance data will not be available until December 2022. A final release will be published in late February 2023 and will be reported to the Audit, Risk and Scrutiny Board in March 2023 as soon as it is available	
(ii)	B Class Roads				23.68%	24.5%	21.25%	24.5%	Not measured for Quarters	24.5%		
(iii)	C Class Roads				33.49%	36.5%	30.55%	36.5%	Not measured for Quarters	36%		
(iv)	Unclassified Roads				34.33%	36.5%	30.99%	36.5%	Not measured for Quarters	36%		

Priority Theme: Place					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
02	(Maintenance) Carriageway Condition: % of road network considered for treatment Overall				32%	32.5%	28.9%	32.5%	Not measured for Quarters		32%	The figure provided in the table is provisional data taken from SCOTS. Performance has improved to 28.9% in 2021/22 and has exceeded the target of 32.5% for 2021/22.  <b>The figures for 2021/22 are provisional.</b>
03 % of Statutory road inspections categories completed on target:												
(i)	Category A				100%	100%	100%	100%	Not measured for Quarters		100%	In 2021/22, 100% of the statutory road inspections were completed for both all categories. 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 The inspection procedure is designed to enable road work authorities to monitor statutory undertakers (Gas, electric, and telecom etc).
(ii)	Category B				100%	100%	100%	100%	Not measured for Quarters		100%	
(iii)	Category C				100%	100%	100%	100%	Not measured for Quarters		100%	

Priority Theme: Place					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
04	% of pothole repairs completed within timescales	🟢	⬇️	⬆️	77%	75%	83%	80%	89%	94%	80%	The percentage of pothole repairs completed within timescales was 89% in Q1 and 94% in Q2 giving an overall performance for the first 6 months of 91%. This year's performance is currently trending above the annual target of 80%.

Priority Theme: Green					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Street Cleanliness Score - % of areas assessed as clean				93.6%	92%	89.6% (Provisional figures)	92%	Not measured for Quarters		92%	<p>The percentage of Renfrewshire's streets assessed as clean was 89.6% for 2021/22. No comparator figures are available for Scotland at this time.</p> <p><b>NB.</b> This figure is still to be verified.</p> <p>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.</p> <p>Due to covid we have seen a marginal dip in the street cleaning indicator after a number of year's improvement and are putting in strategies to address this in 2022/23. This is common across other authorities and whilst we have not received benchmarking data, we expect performance to be on par or better in relation to the national picture.</p>




Priority Theme: Green					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
02	Amount of CO <sub>2</sub> emitted by the public vehicle fleet				2,992	3,250	3,223	3,000	Not measured for Quarters		3,000	This Performance Indicator is not measured for quarters.
03	% of the vehicle fleet which uses alternative fuels, such as electricity				23.7%	22%	25%	25%	26.6%	27%	25%	<p>At the end of Q1 26.6% (117 EVs against a total fleet of 439) of the fleet used alternative fuels, just above the annual target of 25%. The position at the end of Q2 was 27% (117 EVs against a total fleet of 439).</p> <p>An automated key system is now fully up and running providing a largely automated key management system. There are now 21 vehicles consisting of 11 cars and 10 vans aligned to 87 colleagues having remote access to the system.</p>
04	Reduce the amount of CO <sub>2</sub> emitted from public space lighting				1,368	1,700	1,246	1,500	Not measured for Quarters		1,500	<p>This Performance Indicator is not measured for quarters.</p> <p>Although not measured in quarters, the conversion of the small number of previously remaining 'conventional' lanterns transferring to LED will have positively impacted the reduction in amount of CO<sub>2</sub>. It is anticipated that emissions will level out year on year as the LED programme is substantially complete.</p>

Priority Theme: Green					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
05	% of bins uplifted first time				99.8%	99.9%	99.8%	99.9%	99.8%	99.8%	99.8%	The percentage of bins uplifted first time in Q1 and Q2 of 2022/23 was 99.8%.
Code	Performance Indicator (calendar year indicator)	Current Status	Short Term Trend	Long Term Trend	2020		2021		Q1 Jan - Mar	Q2 Apr - June	2022	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
06	% of Household Waste Recycled				49.1%	54%	51.7%	50%	48.9%	57.4%	50%	This data relates to the first two quarters in the calendar year 2022, 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 53.3%.
07	% of Household waste collected which is landfilled				12.1%	16%	8.2%	5%	Not measured for Quarters		5%	This is a calendar year annual figure and will be reported once verified by SEPA.









Priority Theme: Living Our Values								Performance Indicators				
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)	✔	⬆	⬆	17.02	13.7	15.5	13.7	3.5	3.6	13.7	In Q1 the average number of work-days lost per FTE was 3.5, meeting the quarter 1 target of 3.5.  In Q2 the average number of work-days lost per FTE was 3.6.
02	% of members enquiries completed within timescale by E&I	✔	⬆	⬆	86.4%	85%	86.7%	85%	95%	92%	85%	Scrutiny of complaints data and performance is a key priority for the service and continues to be carried out on a regular basis at management team meetings. It and has been supported by improvements in both data analytics and access to management information. This investment and focus is now having a positive impact with response rates improving:
03	% of FOI requests completed within timescale by E&I	⚠	⬇	⬇	96%	100%	99%	100%	98%	98%	100%	
04	% of front line resolutions dealt with within timescale by E&I	✔	⬆	⬆	75%	100%	80.8%	85%	82.7%	87.7%	85%	
05	% of complaint investigations completed within timescale by E&I	✔	⬆	⬆	58%	95%	64.8%	95%	91.9%	89.7%	85%	In 2022/23 2,824 enquiries were received in the first 6 months.

Priority Theme: Living Our Values					Performance Indicators							
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
												<p><b>FOIs</b> - in the first 6 months of 2022/23, 98% of FOIs were responded to within timescale.. The annual target for 2022/23 is 100%.</p> <p>In 2022/23 93 FOIs were received in the first 6 months.</p> <p><b>Frontline Resolutions</b> – in the first 6 months of 2022/23, 85.3% of frontline resolutions were responded to within timescale. The annual target for 2022/23 is 85%.</p> <p>In 2022/23 3,142 enquiries were received in the first 6 months.</p> <p><b>Investigations</b> - in the first 6 months of 2022/23, 90.9% of complaint investigations were responded to within timescale.</p> <p>In 2022/23 220 enquiries were received in the first 6 months. The annual target for 2022/23 is 85%.</p>

Priority Theme: Living Our Values								Performance Indicators				
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
06	Complete Inspection process for all headstones and burial grounds				6%	40%	38%	20%	Not measured for Quarters		65%	This Performance Indicator is not measured for quarters.

## Data Only Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
01	Cost of Maintenance per Kilometre of roads				£17,495	N/A	Not yet available	N/A	Not measured for Quarters		N/A	<p>This data is published by the Improvement Service on an annual basis as part of the LGBF.</p> <p>The first draft of the 2021/22 performance data will not be available until December 2022. A final release will be published in late February 2023 and will be reported to the Audit, Risk and Scrutiny Board in March 2023 as soon as it is available.</p>
02	% of adults satisfied with parks and open spaces				83.5%	N/A	Not yet available	N/A	Not measured for Quarters		N/A	
03	Cost of parks and open spaces per 1,000 of the population				£28,240	N/A	Not yet available	N/A	Not measured for Quarters		N/A	
04	% of adults satisfied with refuse collection				70.63%	N/A	Not yet available	N/A	Not measured for Quarters		N/A	
05	Net cost of waste collection per premise				£66.66	N/A	Not yet available	N/A	Not measured for Quarters		N/A	
06	Net cost of waste disposal per premise				£61.59	N/A	Not yet available	N/A	Not measured for Quarters		N/A	

Data Only Indicators												
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2020/21		2021/22		Q1	Q2	2022/23	Explanation of Performance
					Value	Target	Value	Target	Value	Value	Target	
07	% of adults satisfied with street cleaning				52.77%	N/A	Not yet available	N/A	Not measured for Quarters		N/A	
08	Net cost of street cleaning per 1,000 of the population				£6,472	N/A	Not yet available	N/A	Not measured for Quarters		N/A	