

To: Infrastructure, Land and Environment Policy Board

On: 15 June 2022

Report by: Director of Environment & Infrastructure

**Heading: Environment & Infrastructure Service Improvement Plan 2022/23-24/25
and Service Delivery Plan 2021-22 Outturn Report**

1. Summary

- 1.1 The Service Improvement Plan links to the Council Plan and Community Plan, alongside the Risk Management Plan and Workforce Plan to form a set of documents which provide the strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan. The Service Improvement Plan is included as Appendix 1 to this report.
 - 1.2 The global COVID-19 pandemic has had a significant impact on how services are delivered and the needs of the community. Consequently, services produced Service Delivery Plans for 2021/22 outlining the actions they would take to assist in recovery. A detailed outturn report is included as Appendix 2.
 - 1.3 A mid-year progress update on the Service Improvement Plan will be submitted to the Infrastructure, Land and Environment Policy Board.
 - 1.4 This plan is presented to the Environment & Infrastructure Policy Board for approval of the areas within this Board's remit only. The plan and covering report will also be submitted to the Finance, Resources & Customer Service Policy Board for approval of the areas within that Board's remit.
-

2. Recommendations

It is recommended that the Environment & Infrastructure Policy Board:

- 2.1 Approves the 2022/23 – 24/25 Service Improvement Plan for Environment & Infrastructure attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board;
 - 2.2 Notes the progress made in delivering the Service Delivery Plan 2021/22.
 - 2.3 Agrees that progress in respect of areas of activity delegated to this Policy Board be reported to the Infrastructure, Land and Environment Policy Board on 2 November 2022.
-

3. Background

- 3.1 Environment & Infrastructure has remained aspirational throughout the pandemic and early recovery period covered by the previous Service Delivery Plan. The Service Improvement Plan looks forward to continuous improvement and recovery through setting out our service priorities, the key tasks to be implemented and by when, and how we will measure progress. The first progress update on relevant actions and progress on the Service Improvement Plan 2022/23 to 2024/25 will be submitted to the Infrastructure, Land and Environment Policy Board in November 2022.
- 3.2 This Service Improvement Plan for Environment & Infrastructure covers the year 2022/23. The priority actions set out in section 6 of the attached Service Improvement Plan (Appendix 1) details the specific actions the service will progress in order to support the Council's immediate priorities and future direction and help deliver improved outcomes for Renfrewshire's communities.

4. Key Achievements 2021/22

- 4.1 The service's main focus over the last year has been to adapt and mitigate the continued challenges of COVID-19. This has been balanced with establishing service recovery and being able to continue to support our communities and businesses. Despite this challenging operating environment, the service has been able to deliver its services on a 'business as usual' basis and deliver a wide range of achievements across the service. Further detail on each achievement can be found in the Plan attached at Appendix 1. An out-turn report covering Environment & Infrastructure's performance during 2021/22 is also reported in Appendix 2.

4.2 A more detailed picture of achievements is included in the Service Improvement Plan appended to this report. The achievements relevant to the remit of this Board include:

4.2.1 **Strategic Outcome 1: Reshaping our place, our economy and our future.**

Roads Investment Programme – As part of the 5 year £40m roads investment programme, the 3rd year of roads capital investment programme commenced in April 2021. Planned carriageway resurfacing works included significant ambassador routes through Renfrewshire such as the St James Interchange, Barrhead Road and Glasgow Road. In total, 90 carriageways and 38 footways have been resurfaced.

Paisley Partnership Cultural Regeneration – Environment & Infrastructure continue to provide support and advice to the Cultural Infrastructure Team for the planned development of the Public Realm in Paisley Town Centre. The service is also leading on the transportation infrastructure improvements in Paisley Town Centre. These are improving accessibility and connectivity, while supporting economic growth and improving visitor numbers.

Glasgow City Region/City Deal - Environment & Infrastructure contributes to the joint work which supports the Glasgow City Region/City Deal and the £113bn Glasgow and Clyde Valley Infrastructure Fund. This is done through the regulation of roads and transportation standards.

Walking and cycling routes – Works took place across 11 sites to improve access, lowering kerbs, improving sightlines and installation of ramps. These works offer realistic alternative commuter routes and encourage the use of a network of walking and cycling routes to reduce single congestion and pollution.

Investing in Parks and Cemeteries – During 2021/22 Environment & Infrastructure has invested in Renfrewshire's Parks and Cemeteries. An investment of £2.284 million to support improvements in outdoor access and play areas was agreed for 2021/22 and 2022/23. £1.25 million from the Strategic Asset Management Fund was set aside specifically for park investment. The Scottish Government awarded Renfrewshire a capital grant of £158,000 for 2021/22. Environment & Infrastructure planned to complete 14 renewals of park infrastructure and 7 refurbishments between 2021/22 and 2022/23. A further capital grant of £155,000 for play areas was awarded by the Scottish Government for 2022/2023.

The total capital investment in cemeteries is £320,210.95 for 2022/23. Funding is committed this financial year for roads and drainage and other minor works in cemeteries including;

- Work commissioned for renewed signage for all cemeteries.
- Work commissioned for drainage connection onto Scotts Road.
- Next phase of major works for drainage and road surfaces being commissioned for Hawkhead Cemetery.

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

Creating employment opportunities – Environment & Infrastructure has delivered a range of services and projects that has created job opportunities for Renfrewshire’s young people and vulnerable people, actively preparing and supporting them for the world of work. They include:

- Kickstart programme for several employees within StreetScene and Waste.

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

Supporting the Council’s pledge to be carbon neutral by 2030 – Environment & Infrastructure activities continue to make a critical contribution towards Renfrewshire being carbon neutral by 2030. It has an active role in this process and already delivers a number of programmes to help mitigate climate change.

Environment & Place Investment – Leading the Environment & Place agenda, fronted by the Team Up to Clean Up campaign with the following key activities and outputs:

- In 2021, 8,965 volunteers removed 18,065 bags of litter or detritus during 4,696 events.
- 771 clean up events have taken place in the Big Spring Clean 2022 and removed 2,345 bags of litter.
- Supporting community and volunteer participation with an emerging interest throughout 2021/22 of volunteers delivering grounds maintenance work, further improving local areas.

Recycling and waste collection service – A large number of households who had remained on sack collections have been migrated to wheeled bin collections. Only a small number of households remain on sack collections.

Electric vehicle & charging infrastructure – In 2021/22, in support of the expansion of the Electric Vehicle Fleet, £275,000 has been invested. Additional charging infrastructure has been installed at the Underwood Road and Robertson Park depots. Public EV charging points have been added at Castle Semple Visitor Centre Lochwinnoch, Johnstone Town Hall, Montrose Care Home in Foxbar and various Council owned car parks across Renfrewshire.

4.2.4 **Council Plan Strategic Outcome 5: Working together to improve outcomes**

Better use of technology – The service has developed several apps and has expanded the use of digital technology in 2021/22. These developments have provided vital support to staff in delivering frontline operational requirements. Improved use of technology includes the application of in-cab real time data for waste

collection crews, linking special uplift collection information through the Council's customer account portal, 'My Account', geographical mapping apps to support the gully maintenance and grass cutting schedules.

An increased focus on data analytics and performance information has been positively received across each service area.

Capital Programme

- Roads/Footways Upgrade Programme - £9.1million
- #YouDecide Community Investment Fund Campaign - £500,000
- Active Travel and Bus Infrastructure
- Completion of works on the White Cart footbridge and strengthening of Crosslee Bridge
- Investment in Parks and Play Areas
- Cemeteries estate improvements

Support for COVID-19 vaccination and testing centres – Environment & Infrastructure services supported the local efforts against COVID-19. Environment & Infrastructure have assisted in delivering contingency arrangements for vaccination and testing centres across Renfrewshire.

Service Awards

Waste Operations won the Outstanding COVID-19 Response Award at the Chartered Institute of Waste Management Scottish Resources Awards in September 2021. The panel were impressed with the quick and effective response of the service and household waste recycling centres to ensure the continuation of service, tackling the challenges of frontline resourcing, operation safely and significant increase in waste arisings.

Community Investment Fund

Launched on 4 October 2021, £500,000 capital funding was directed to the #YouDecide campaign. Roadshows ran across Renfrewshire until 14 November supported by a highly visible marketing and communications campaign. #YouDecide has been a positive experience with communities and individuals contributing 2,843 ideas. This initial list of ideas has been reduced to a long list of 174 ideas. These 174 suggestions are undergoing assessment for deliverability and design which will then inform the shortlist.

5. What do we want to achieve?

- 5.1 A priority for all Council services is the recovery from the pandemic. For Environment & Infrastructure this means a particular focus on delivering a wide ranging and highly visible services to Renfrewshire's communities and businesses.
- 5.2 The service continues to contribute to the priorities set out in the forthcoming Council Plan, which will be presented to Council in September 2022. Environment & Infrastructure will also continue to contribute to the achievement of outcomes set in Our Renfrewshire, our 10-year Community Plan. Environment & Infrastructure leads

on the Environment & Place agenda and will continue to support the key corporate high-level priorities of the Alcohol and Drugs Commission and the Economic Recovery Plan and Social Renewal Plan.

5.3 The service's key overarching priorities will be:

- COVID-19 recovery;
- Modernisation of key business processes; and
- Digitalisation of processes and service delivery.

5.4 Implementing an effective process modernised programme, supported by advanced digital service delivery, will allow Environment & Infrastructure to realise productivity improvements and support the Council's in its COVID-19 recovery process.

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

- **Right for Renfrewshire** - Environment and Infrastructure will support this next phase of the programme following confirmation of the service redesigns.
- **Climate Emergency** - On 27 June 2019, the Council declared a climate emergency and has pledged to make Renfrewshire carbon neutral by 2030. The Council has established a programme of work to develop Renfrewshire's plan for net zero. Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change.
- **Transportation Interventions** – Taking forward the successful projects outlined within the Transport Scotland £500 million Bus Partnership fund to improve access to public transport across Renfrewshire to support connectivity to employment, leisure and retail.
- **Electrification and Sustainable Travel** - This will support sustainable travel planning to create modal change encourage greater use of electric vehicles and bikes.
- **People Strategy** - This five-year plan from 2021- 2026 will focus on supporting staff through covid-19 recovery, service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.
- **Use of digital 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 and support the roll out of the digitalisation of front-line services.
- **Staff engagement** – Embedding the new approach to staff engagement at all levels across the service, with a particular focus on listening, involving, and

supporting front line employees in the context of COVID-19 restrictions and guidelines.

- 5.6 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions in the Plan at Appendix 1, set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation timetable, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.

6. Monitoring progress

- 6.1 Implementation of the Service Improvement Plan will be monitored, and relevant activities and progress will be reported to the Infrastructure, Land & Environment Policy Board on a six-monthly basis.
- 6.2 Greater detail of the specific actions the service will progress can be found in Section 6 of our Service Improvement Plan, included as an appendix to this report.
- 6.3 Full details of progress against the actions and performance indicators in Environment and Infrastructure's Service Delivery Plan for 2021/22 are included as appendix 2 to this report. The appendix outlines whether the targets were met and actions were progressed in line with the anticipated timescales, alongside an explanation of performance. Over the coming months the service will be reviewing performance to consider the impact of pandemic recovery and other factors and will review targets accordingly. This work also feeds into the development of the new Council and Community Plan and their refreshed scorecards, ensuring that the focus of both the service's actions and performance indicators are closely aligned to the Council's overall priorities. Any changes to the indicators, additional indicators or renewed targets will be outlined in the mid-term report to this Board in the autumn.

Implications of the Report

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none

- 6. Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
- 7. Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
- 8. Health & Safety** – none
- 9. Procurement** – none.
- 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
- 11. Privacy Impact** - none
- 12. COSLA Policy Position** – none.
- 13. Climate Risk** – The priorities and actions outlined within the report will make a positive contribution to tackling climate change.

List of Background Papers:None

Author: Gordon McNeil, Director of Environment & Infrastructure
e-mail: Gordon.mcneil@renfrewshire.gov.uk

Environment & Infrastructure

Service Improvement Plan 2022-2025

1. Introduction

- 1.1 This Service Improvement Plan for Environment & Infrastructure covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. As restrictions continue to ease and public services can have a greater focus again on business as usual, the Council is once again producing three-year improvement plans.
- 1.3 The major factors that this Service Improvement Plan will require to respond to are the ongoing recovery from the pandemic, the challenging financial environment and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to elected members after the summer recess later this year. It will set out the high-level strategic outcome the Council intends to achieve and detail the steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:
- Place: What we do to support our economy, our infrastructure, our assets
 - People: What we do to support our communities and individual residents
 - Sustainability: What we do to address climate issues and promote sustainable services and communities
 - Living Our Values: What we do in terms of our organisational behaviours and approaches
- 1.5 The Community Plan is a ten-year plan and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to elected members and the Community Planning Partnership after the summer recess.
- 1.6 Service Improvement Plans informs each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and

improvement activity within the service as well as providing context for budget decisions.

- 1.7 Environment & Infrastructure contribute towards the following partnership plans;
- Local Government Benchmarking Framework (LGBF)
 - Renfrewshire Community Planning Partnerships
 - Clyde Valley Waste Partnership
 - Transport Scotland Bus Partnership Fund
 - Renfrewshire Health & Social Care Partnership Strategic Plan
 - Strathclyde Partnership for Transport
- 1.8 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, Environment & Infrastructure will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

- 2.1 Environment & Infrastructure is responsible for the provision of every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,500 employees, employed on a full-time or part-time basis, with a gross expenditure budget of approximately £70.3 million. Frontline services are delivered at around 270 Council premises, to over 91,000 households and businesses, and support more than 849 km of roads and transport infrastructure.

Environment & Infrastructure has two main service areas/groupings, Operations and Infrastructure and Facilities Management Services.

The overall core aims of the service are to deliver:

- **Operations and Infrastructure Services:**
Waste, Streetscene, Roads, Infrastructure & Transportation, Fleet and Social Transport and Sustainability & Place.
- **Facilities Management & Property Services:**
Hard & Soft Services: includes janitorial, cleaning, catering, school crossing patrollers, repairs, maintenance and compliance in schools and public buildings, Building Services operations.

3. Overview of Achievements 2021/22

As part of the Council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021/22. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report on that Service Delivery Plan has also been presented to this Board. The outturn details the achievements of Environment & Infrastructure during 2021/22 and sets out progress against actions and performance targets. These achievements include;

Strategic outcome 1: Reshaping our place, our economy and our future

ROADS INVESTMENT PROGRAMME

The roads capital investment programme for 2021/22 commenced in April 2021. Planned carriageway resurfacing works included significant ambassador routes through Renfrewshire such as the St James Interchange, Barrhead Road and Glasgow Road. In total, 90 carriageways and 38 footways have been resurfaced.

CAPITAL INVESTMENT PROGRAMME

- Roads and Footways upgrade programme - £9.1 million
- Active Travel and Bus Infrastructure
- Completion of works on the White Cart footbridge and strengthening of Crosslee Bridge
- #YouDecide Community Investment Fund Campaign - £500,000
- Cemeteries Estate improvements
- Upgrading toilet facilities in schools

INVESTING IN PARKS AND CEMETERIES

During 2021/22 Environment & Infrastructure has invested in Renfrewshire's parks and cemeteries. An investment of £2.284 million to support improvements in outdoor access and play areas was agreed for over 2021/22 and 2022/23. £1.25m from the Strategic Asset Management Fund was set aside specifically for park investment. The Scottish Government awarded Renfrewshire a capital grant of £158,000 for 2021/2022. Environment & Infrastructure planned to complete 14 renewals of park infrastructure and 7 refurbishments between 2021/22 and 2022/23. A further capital grant of £155,000 for play areas was awarded by the Scottish Government for 2022/2023.

The total capital investment in cemeteries is £320,210 for 2022/23. Funding is committed this financial year for roads and drainage and other minor works in cemeteries including;

- Work commissioned for renewed signage for all cemeteries.
- Work commissioned for drainage connection onto Scotts Road.
- Next phase of major works for drainage and road surfaces being commissioned for Hawkhead Cemetery.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

PROVISION OF MEALS DURING SCHOOL HOLIDAYS

Working in partnership with colleagues in Community Development and Learning, healthy meals have been provided to vulnerable young people during school holidays.

CREATING EMPLOYMENT OPPORTUNITIES

Several service areas employed staff through the Scottish Government's Kickstart Scheme. Working with colleagues in Invest in Renfrewshire, Kickstart has been developed to create 6-month placements for 16 to 24 year olds most at risk from long term unemployment. The placements support young people to develop skills and experience needed to find work after completing the 6 months.

ONLINE SCHOOL PAYMENTS – CASHLESS CATERING

The roll out of the cashless catering technology to all primary, secondary, nursery and ASN schools has been completed in 2021/22. The system allows parents to pay for their child(ren)'s meals online and gives visibility of their child(ren)'s meal choices and anonymises free school meal entitlement. The new system has allowed quicker throughput for children using the school meals service.

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

SUPPORTING THE COUNCILS PLEDGE TO BE CARBON NEUTRAL BY 2030

Environment & Infrastructure activities continue to make a critical contribution towards Renfrewshire being carbon neutral by 2030. It has an active role in this process and already delivers a number of programmes to help mitigate climate change:

- Leading on the Environment & Place agenda;
- Playing a key role in the promoting and encouraging waste minimisation through reducing, reusing and recycling;
- Assisting communities to mitigate flooding;
- Embedding sustainable travel planning across the Council and improving our fleet utilisation;
- Increasing our use of alternative fuels to impact positively on levels of CO₂ being emitted by the public vehicle fleet; and
- Reducing emissions from our public space lighting as a result of the implementation of the LED replacement programme.

ENVIRONMENT & PLACE INVESTMENT

Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change.

- In 2021, 8,965 volunteers removed 18,056 bags of litter, weeds or detritus during 4,696 events.
- 771 clean up events have taken place in the Big Spring Clean 2022 and removed 2,345 bags of litter.
- Continued additional and targeted mechanical street cleaning and gully cleaning with over 3,000 tonnes of waste collected.
- Supporting community and volunteer participation with an emerging interest throughout 2021/22 of volunteers delivering grounds maintenance work, further improving local areas.

ELECTRIC VEHICLE & CHARGING INFRASTRUCTURE

In 2021/22, in support of the expansion of the Electric Vehicle Fleet, £275,000 has been invested. Additional charging infrastructure has been installed at the Underwood Road and Robertson Park depots. Public EV charging points have been added at Castle Semple Visitor Centre Lochwinnoch, Johnstone Town Hall, Montrose Care Home in Foxbar and various Council owned car parks across Renfrewshire.

Funding of £75,000 has been awarded from the Low Carbon Travel and Transport Fund and has been invested in a further public charging point at Stow Brae Car Park in Paisley.

Strategic Outcome 5: Working together to improve outcomes

SUPPORT FOR COVID-19 VACCINATION AND TESTING CENTRES

Environment & Infrastructure services supported the local efforts against COVID-19. Building Services supported the distribution of PPE to Care Homes throughout 2021/22. Vital soft facilities management services have been delivered across all 270 Council buildings assisting the reduction of the risk of infection among users of these buildings. Environment & Infrastructure have assisted in delivering contingency arrangements for vaccination and testing centres across Renfrewshire.

SERVICE AWARDS

Waste Operations won the Outstanding COVID-19 Response Award at the Chartered Institute of Waste Management Scottish Resources Awards in September 2021. The panel were impressed with the quick and effective response of the service and household waste recycling centres to ensure the continuation of service, tackling the challenges of frontline resourcing, operation safely and significant increases in waste arisings.

Facilities Management (Soft Services) won the ASIST award for Outstanding Contribution to Facilities Management in recognition of the innovative approach to the Soft FM service remodelling within educational establishments in 2021/22.

In September 2021, the service was awarded the Commitment to BICS Training & Assessment in Education Award at the BICS annual awards event.

Against stiff competition from across the UK, Team Up 2 Clean Up were short listed for an MJ award in 2021/22. The campaign was also short listed for two Local Government Chronicle Awards for Community Involvement and Environmental Services. Although ultimately unsuccessful in final judging, these shortlist achievements showcase the quality of engagement that the TU2CU campaign has built and the commitment to delivering environmental outcomes to communities across Renfrewshire.

4. Our Strategic Context

4.1 National policy context

The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the national Strategic Framework for Recovery. Digital services have become much more widely used but in-person services are now returning as public health restrictions continue to ease. As the recovery progresses, the Council will work with staff, residents and partners to identify new ways of working which best meet the needs of our people and our communities.

4.1.1 **COVID-19**

Under the provisions of the Health Protection (Coronavirus, Restrictions) (Directions by Local Authorities) (Scotland) Regulations 2020, local authorities in Scotland have additional powers relating to the coronavirus. This allows them to take specific actions, under certain circumstances, to prevent, protect against and/or control the spread of coronavirus, and to provide a public health response to outbreaks.

4.1.2 **Climate Emergency**

Renfrewshire Council declared a climate emergency in 2019 and continues to progress work which aims to have the council reach Net Zero by 2030. More detailed plans on this will be published over the course of 2022. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3,000 for localised initiatives which meet their community's needs and align to the Council's drive towards Net Zero. Environment & Infrastructure will continue to play an active role in this workstream and 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 streets in Renfrewshire and improving the local environment.

4.1.3 **The Clyde Valley Waste Management Project**

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. The Clyde Valley Waste Management Project, Treatment & Disposal of Residual Waste commenced operation on 7th January 2020. This will assist the Council in meeting its landfill diversion targets, with over 90% of waste becoming refuse derived fuel which will be used to generate renewable energy.

4.1.4 **Clyde and Loch Lomond Flood Risk Management Strategy**

It works 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.

4.1.5 **Sustainable Travel**

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

4.1.6 **CO₂ Emissions**

Increasing our use of alternative fuel will have a positive impact on levels of CO₂ being emitted by the public vehicle fleet. In recent years the service has made a significant impact on reducing CO₂ emissions from our public space lighting as a result of the implementation of the LED replacement programme.

4.1.7 **UK Leaving the EU**

The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding

and will be allocated to local authorities according to a funding formula. More detail is expected over the next few months.

4.1.8 **Early Years Strategy (1140 hours)**

The Scottish Government implemented an increase in early learning and childcare entitlement from 600 to 1140 hours per year in August 2021, referred to as the Early Years Strategy (1140 hours). This was delayed a year due to the Covid-19 pandemic. This expansion covers all 3 and 4-year olds and eligible 2-year olds and includes the provision of a free lunch to reduce the cost of childcare for parents. This provision has been implemented across Renfrewshire and Facilities Management work in conjunction with Children's Services to deliver hot, healthy nutritious lunches.

4.1.9 **The Nutritional Requirements for Food and Drink in Schools (Scotland) Amendment Regulations 2021**

The Scottish Government undertook a review of Nutrition Requirements for Food and Drink in Schools (Scotland) Regulations 2008. In 2017, a technical working group was established to provide evidence-based recommendations to progress school food further towards the Scottish Dietary Goals. Consultation based on these recommendations followed in 2018 and new regulations were implemented in 2020. As these regulations apply to the whole of the school day and not just to the lunch service, Soft FM has developed an informative training package on the guidelines to raise awareness to all staff working in schools.

In December 2021, the Scottish Government issued a temporary amendment to the regulations to allow for adaptations to be made to menus to address fluctuations in product availability without compromising the ability to fully comply with the Regulations. This was in response to the significant, unavoidable school food supply-chain issues experienced across Scotland.

4.1.10 **Deposit and Return Scheme for Scotland Amendment Regulations 2022**

The Deposit and Return Scheme for Scotland Amendment Regulations 2022 is the response to findings from a review of the implementation of the DRS published in December 2021 and feedback from a wide range of stakeholders, the Scottish Government laid amended regulations before the Scottish Parliament and the full implementation date will now be 16 August 2023. The establishment of a Deposit Return Scheme (DRS) will enable consumers to take single-use containers back and redeem a 20p deposit from any retailer selling drinks covered by the scheme, including plastic bottles made from PET (polyethylene terephthalate) plastic, aluminium and steel cans and glass bottles.

4.1.11 **Circular Economy Bill**

On 1 April 2020, the Scottish Government announced the introduction of the proposed Circular Economy Bill at the then current Parliamentary session would be postponed enabling resources to be directed towards tackling the Covid-19 pandemic. A circular economy is one where resources are kept in use for as long as possible. Consultation on the Circular Economy Bill opened in May 2022.

This forms part of wider plans for a change in the approach to reducing, reusing and recycling materials to help drive Scotland's circular economy, as part of Scotland's response to the global climate emergency.

4.1.12 **Memorial and Headstone Inspections**

Environment & Infrastructure has created a new Memorial and Headstone Inspections policy which will allow Renfrewshire to comply with Scottish Government guidance. This policy outlines the inspection process which will be implemented.

4.1.13 **Transport (Scotland) Act 2019**

The Transport (Scotland) Act 2019 was passed on 15 November 2019. The Act contains various provisions which will have an impact on the transport landscape for local authorities in Scotland going forward. The Act sets out the vision for Transport in Scotland over the next number of years and identifies key priority areas for improvement. These include provisions for improvements to public transport, introducing a ban on pavement parking and the creation of low emission zones across Scotland.

4.1.14 **National Transport Strategy 2 (NTS2)**

The Transport (Scotland) Act 2019 sets out a statutory requirement for Scottish Ministers to establish a national transport strategy for Scotland. The National Transport Strategy 2 (NTS2) was published on 5 February 2020 and sets out a vision for ‘... a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, business and visitors.’

This National Strategy has led to the development of a Regional Transport Strategy for the former Strathclyde area which will be published in late 2022. Once this Regional Strategy has been published the Council can then produce a local Transport Strategy for Renfrewshire. A new Renfrewshire Transport Strategy will be based on the priorities outlined in the National and Regional strategies but will be developed based on the local context of transport priorities within Renfrewshire.

In addition to the National Transport Strategy, Transport Scotland have produced the second Strategic Transport Projects Review (STPR2) which sets out a 20-year plan for transport investment based on the National Transport Strategy’s Priorities and in line with the Sustainable Travel and Investment hierarchies.

The interventions of the NTS2 have been set out in a consultation on the Second Strategic Transport Projects Review (STPR2) Summary Report. The consultation closed on 15 April 2022. This is one of the mechanisms for delivering the vision, priorities and outcomes for the NTS2.

4.1.15 **Regional Transport Strategy (RTS)**

Strathclyde Partnership for Transport (SPT) is preparing a new Regional Transport Strategy (RTS) for the west of Scotland to improve transport and travel in the SPT area over the next 15 – 20 years. The RTS will reflect the content of NTS2 and as such its process is being timed for publication just after NTS2.

4.2 **Local policy context**

4.2.1 **Economic Recovery Plan**

In December 2020, Council approved an [Economic Recovery Plan](#) for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.

4.2.2 **Social Renewal Plan**

The Council also has a [Social Renewal Plan](#) which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The plan was developed after consultation with communities, and the council continues to seek views on these issues through consultation exercises and our Public Services Panel. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.

4.2.3 **Alcohol and Drugs Commission**

Renfrewshire's [Alcohol and Drugs Commission](#) made its recommendations in 2020, setting out clear measures that partners across Renfrewshire need to take to reduce drug and alcohol related harms and promote recovery.

4.2.4 **Transformation Programme**

The Council's transformation programme continued throughout the pandemic but the launch of subsequent phases was paused. New phases of transformation will start during 2022. Environment & Infrastructure will support this next phase of the programme.

4.2.5 **Our Values**

More than 4,000 voices including our staff, local residents, partners, young people and community groups helped identify the values most important to us all that describe our promise to our communities, staff and partners and what people can expect of us. These values have been formally adopted by Renfrewshire Council and will guide how we deliver services and make decisions every day. Our Values are;

- We are fair. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
- We are helpful. We care about getting things right and are always approachable.
- We are great collaborators. We work as one team and with people who care about this place.
- We value learning to help us innovate, improve and deliver better services.

4.2.6 **Demographics**

Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has

considerable implications for Council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.

4.2.7 **Best Value Audit**

All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every Council term (i.e. every five years). [Renfrewshire's last inspection](#) was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the Council and each year, Audit Scotland publish an [overview report](#) detailing progress against the audit as well as scrutiny of Council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of Councils.

4.2.8 **Risk Management**

The Council's [risk management arrangements](#) are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Corporate and strategic risks, where senior officers in the Finance & Resources service are owners or joint owners of the risks are shown below. The Finance & Resources service also plays a significant role in the management of many 'business as usual' risks that exist within the Council.

Risks	Evaluations
Our strategic risks	
Reducing inequalities in Renfrewshire	Very High
Economic	Very High
Unemployment	Very High
Climate sustainability and adaptability	High
Our corporate risks	
Financial sustainability	Very High
Cyber attack	High
Financial stability	High
Regulatory services/statutory activities	High
Our top service-specific risks	
Commercial vehicles and Operator's Licence	High
Headstones and Memorial safety	High

4.2.9 **Equality and Diversity**

Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.

4.2.10 **Technology and Data**

The service's key overarching priorities for 2022/23 to embrace technology and data will be:

- Use of new technology to improve service outcomes
- Redesign of key business processes; and
- Digital modernisation of service delivery
- Better use of data for business intelligence and insight.

This will build on the success of the gully maintenance app, the roll out of cashless catering within schools and will be further enhanced through the wider use of mobile technology across the service.

4.2.11 **Regeneration**

The service will support the economic regeneration and revitalisation of town centres with the service having a specific focus on the public realm and transport access.

4.2.12 **Asset Management**

The Council's Corporate Asset Management strategy sets out the overall framework for the strategic management of all Council assets. The Council has classified its assets into six categories:

- Property
- Open space
- Road infrastructure
- Fleet
- Housing Revenue Account assets
- Information and communication technology

Hard FM services maintain the majority of property and housing revenue account assets with Operations & Infrastructure responsible for the maintenance and development of open space, roads infrastructure and fleet assets to support communities, economic development and enable the Council to deliver services. In the current financial climate short and long-term planning for investment and maintenance in these assets is a key priority for the service.

Capital investment in our cultural and key physical infrastructure continues to move forward. Environment & Infrastructure plays a lead role in the delivery of the investment in our venues, public realm and transportation infrastructure to support better local economic development and support job creation and growth of local and new businesses. Physical renewal will also attract more visitors, new residents, students and potential further investment. Investment in our physical infrastructure will ensure that the town meets the need and purposes of those that live and work here

4.2.13 **Transport Improvements**

There continues to be a strategic focus on improving transport within Renfrewshire to facilitate the wider principles of placemaking and regeneration. The Council, along with Strathclyde Partnership for Transport (SPT), work to support the continued use and increased use of public transport following the COVID-19 restrictions.

4.2.14 Bus Partnership

The £2 million Bus Partnership Fund award will deliver junction improvements with bus priority measures across Paisley Town Centre. This project, prioritising pedestrians, cyclists and public transport users will be completed by March 2023.

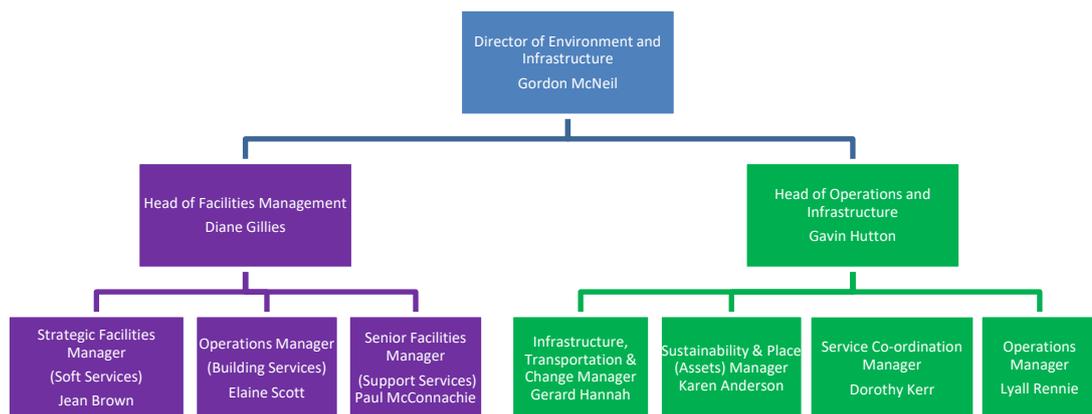
4.2.15 Levelling Up Fund

The £38 million award from the Levelling Up Fund for the area will include a new road bridge over the White Cart River, complimenting the recently refurbished footbridge. New road infrastructure and enhanced links between Paisley Town Centre, Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) will also form areas of investment.

5 Our Workforce

5.1 Environment & Infrastructure provides every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,500 employees, employed on a full-time or part-time basis.

5.2 The Senior Leadership Team are responsible for the strategic and operational elements of service delivery across Environment & Infrastructure.



Director of Environment & Infrastructure

Gordon McNeil is the Director of Environment & Infrastructure Services and a member of the Corporate Management Team. Gordon has overall responsibility for:

- Facilities Management
- Operations & Infrastructure

Gordon.mcneil@renfrewshire.gov.uk

Head of Facilities Management

Diane Gillies is Head of Facilities Management.

Facilities Management has three services to deliver key areas of activity, these are listed below (along with the manager for each service area).

- Soft Facilities Management (Jean Brown)
- Hard Facilities Management (Elaine Scott)
- Support Services (Paul McConnachie)

Diane.gillies@renfrewshire.gov.uk

Soft Facilities Management

Jean Brown is the Strategic Facilities Manager for Soft Facilities Management and is responsible for the following areas of service:

- Soft Facilities Services: janitorial, cleaning, catering, caretaking, housekeeping and school crossing patrollers.

Jean.brown@renfrewshire.gov.uk

Hard Facilities Management

Elaine Scott is the Senior Facilities Manager (Building Services) and is responsible for the following areas of service:

- Building Services Operations
- Repairs and maintenance for Housing and Public Buildings
- Streetlighting maintenance services

Elaine.scott@renfrewshire.gov.uk

Support Services

Paul McConnachie is the Senior Facilities Manager (Support Services) and is responsible for the following areas of service:

- Compliance in schools and public buildings.
- Life Cycle Maintenance in schools and public buildings
- Public Building Energy

Paul.McConnachie@renfrewshire.gov.uk

Note: Facilities Management services Service Improvement Plan and operational performance is reported to the Finance, Resources and Customer Services Board.

Head of Operations & Infrastructure

Gavin Hutton is Head of Operations & Infrastructure.

Operations & Infrastructure has four services to deliver key areas of activity, these are listed below (along with the manager of each service area).

- Infrastructure, Transportation and Change (Gerard Hannah)
- Sustainability, Place and Assets (Karen Anderson)
- Service Coordination (Dorothy Kerr)
- Operations (Lyll Rennie)

Gavin.hutton@renfrewshire.gov.uk

Infrastructure, Transportation and Change Manager

Gerard Hannah is the Infrastructure, Transportation and Change Manager and is responsible for the following areas of service in Operations & infrastructure:

- Roads & Transportation

Gerard.hannah@renfrewshire.gov.uk

Sustainability, Place and Assets Manager

Karen Anderson is the Sustainability and Place Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Waste Strategy
- Parks and play areas
- Cemeteries and memorial safety

Karen.Anderson@renfrewshire.gov.uk

Service Coordination Manager

Dorothy Kerr is the Service Coordination Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Complaints & Enquiries,
- Departmental Lead for
 - Freedom of Information, GDPR
 - Health & Safety, Training, Absence

Dorothy.kerr@renfrewshire.gov.uk

Operations Manager

Lyall Rennie is the Operations Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Waste Services
- StreetScene & Land Services
- Fleet & Social Transport

Lyall.rennie@renfrewshire.gov.uk

Note: Operations & Infrastructure services Service Improvement Plan and operational performance is reported to the Infrastructure, Land and Environment Board.

5.3 Our Partnerships and Providers

Environment & Infrastructure maintain a number of strategic partnerships with key bodies in order to develop shared objectives and design services that reflect national, regional and local community planning priorities. These include:

- Scottish Government & CoSLA
- Health and Social Care Partnership
- SEPA
- Zero Waste Scotland
- Scottish Water
- Soil Association
- Housing Associations
- Partnership Forums, Community Councils and tenants forums
- SCOTS
- Police Scotland
- SPT
- DVSA

5.4 Our Finances

All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the

impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes.

Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.

However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.

Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

Environment & Infrastructure have a revenue budget of approximately £50.95 million and £19.342 million capital budget for 2022/23.

6 Our Strategic Priorities

As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.

6.1 Strategic Priorities

6.1.1 Priority Actions – Place: What we do to support our economy, our infrastructure, our assets				
Action Code	What we will do?	What difference we will make?	Lead Officer(s)	Target Date
01	Deliver the 2022/23 roads and footways capital investment programme - £10.984 million	Improvements to the condition of roads and footways infrastructure	Infrastructure & Assets Manager	31-March-2023
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	Transportation & Development Manager	31-March-2023
03	Continue to develop and upgrade the Council's traffic light infrastructure from analogue to digital	Ensure that the Council's traffic light infrastructure is digitally compliant and supportive of an urban traffic control system	Transportation & Development Manager	31-March-2023
04	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire	Housing properties within Renfrewshire will be maintained to ensure safety and compliance for residents	Senior Facilities Manager (Support Services)	31-March-2023
05	Continuing to deliver repairs and compliance services to public buildings in Renfrewshire including schools	Ensure compliance legislation that Building Services delivers is provided within the 270 public buildings in Renfrewshire	Senior Facilities Manager (Support Services)	31-March 2023
New 06	Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	Infrastructure, Transportation & Change Manager	31-March 2023
07	Continue to develop first phase design proposals for connectivity and transportation to enable application for external funding for project delivery	Supporting delivery of Active Travel Strategy to improve outcomes for public transport options and deliver reduction in car journeys.	Infrastructure, Transportation & Change Manager	31-March 2023
08	Deliver an increase in cycling infrastructure across Renfrewshire	Improve active travel routes across Renfrewshire	Transportation & Development Manager	31-March-2023
New 09	Deliver Paisley Town Centre junction improvements as part of the Bus Partnership works	Public transport offering in Renfrewshire will be improved	Infrastructure, Transportation and Change Manager	31-March-2023
New 10	Update the Winter Maintenance Policy	Detail arrangements for dealing with ice and snow on our network and outline the decision-making process relating to matters such as	Infrastructure, Transportation & Change Manager	30-September-2022

		treatment priorities and when and how routes are treated.		
New 11	Update Road Safety Policy	Detailing the Council and relevant stakeholders role and responsibilities in relation to improving road safety in Renfrewshire.	Infrastructure, Transportation & Change Manager	31-December-2022
New 12	Develop and implement Unadopted Roads Policy	The service will have a strategic direction in relation to unadopted roads with clearly defined roles and responsibilities.	Infrastructure, Transportation & Change Manager	31-March-2023
New 13	Implement the requirements of the Transport (Scotland) Act 2019 including enforcement of restrictions on pavement parking	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	Infrastructure, Transportation & Change Manager	31-March-2024
New 14	Development of Low Emissions / Electrification Strategy	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	Infrastructure, Transportation & Change Manager	31-March-2023
New 15	Implementation of a revised approach to Car Parking in our town centres	Understand the use of the town centre on-street and off-street parking. Making our Town Centres more accessible for walking, wheeling and cycling.	Infrastructure, Transportation & Change Manager	31-March-2023
New 16	Develop a new Cemeteries Policy	Realignment of Cemetery rules, consideration of the available space and future plans for cemeteries in Renfrewshire	Sustainability, Place & Assets Manager	31-March-2023
New 17	Develop a new Open Space Strategy	Improving access to open spaces	Sustainability, Place & Assets Manager	31-March-2023
New 18	Work with colleagues in OneRen to improve access and opportunities to play tennis within Renfrewshire	Increase the opportunity for all to access tennis courts and encourage people in Renfrewshire to be active	Sustainability, Place & Assets Manager	31-March-2023

6.1.2 Performance Indicators: Place - What we do to support our economy, our infrastructure, our assets									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
01 (Maintenance) Carriageway Condition: % of road network considered for treatment									These are annual LGBF Indicators and relate to financial year 2020/21. The 2021/22 data will not be published until February 2023.
(i) A Class Roads	Years	2020/21	19.42%	22.5%		22%	%	%	
(ii) B Class Roads	Years	2020/21	23.68%	24.5%		24%	%	%	
(iii) C Class Roads	Years	2020/21	33.49%	36.5%		36%	%	%	
(iv) Unclassified Roads	Years	2020/21	34.33%	36.5%		36%	%	%	
02 (Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Years	2020/21	32%	32.5%		32%	%	%	This annual indicator measures the % of the total roads network were considered for treatment.
03 % of Statutory road inspections categories completed on target:									Targets are set by Scottish Road Works Commissioner.
Category A	Years	2021/22	100%	100%		100%	100%	100%	
Category B	Years	2021/22	100%	100%		100%	100%	100%	
Category C	Years	2021/22	100%	100%		100%	100%	100%	
04 % of pothole repairs completed within timescales	Quarters	2021/22	83%	80%		80%	80%	80%	In 2021/22, the service reported a total of 1,933 potholes.
05 % of reported street lighting faults which were attended within the 7-day timescale	Quarters	2021/22	99.9%	95%		95%	95%	95%	In 2021/22, the service attended 5,301 active street lighting repair faults. 3,929 were completed and 1,372 were planned for maintenance.
06 % of Overall repairs completed within time by building services	Quarters	2021/22	93.6%	95%		80%	90%	90%	In 2021/22, 48,782 repairs were completed within time by Building Services.

4.2.3 Performance Indicators - Place: What we do to support our economy, our infrastructure, our assets
 (PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
07 average length of time taken to complete non-emergency repairs – public buildings	Quarters	2021/22	17.24	15		15	15	15	The non-emergency repair average time over the year has been impacted by supplier delays due to the impact of COVID. There has also been an impact on the supply chain for materials that has increased the average repair time. The anticipated position of 22/23 is still under pressure and will continue to be monitored.
08 % of compliance tasks undertaken per year – Statutory compliance for public buildings	Quarters	2021/22	72%	90%		80%	90%	90%	The performance is below target due to the issues experienced with allocation of contractors and resources due to the COVID-19 pandemic. Statutory compliance includes water checks. In 2021/22 the administration process of the water checks changed, and the recording of the check completion is currently running behind. This is

									reflected in the 72%. If water compliance checks are removed, the service is performing at 82% of all other statutory compliance checks completed on within 2021/22.
--	--	--	--	--	--	--	--	--	---

6.2.1 Priority Actions - People: What we do to support our communities and individual residents				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	Infrastructure, Transportation & Change Manager	31-March-2023
02	Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply	Children will be provided with hot, healthy, nutritional meals and return to school ready to learn	Strategic Facilities Manager (Soft Services)	31-March-2023
New 03	Work in partnership with Community Learning and Development Team as an integral part of the holiday programme through the provision and delivery of healthy meals	Children will be provided with healthy meals during school holiday periods helping to tackle food poverty and support families in Renfrewshire	Strategic Facilities Manager (Soft Services)	31-March-2023
New 04	Deliver the expansion of free school meals to all P1 – P5 children and to all ASN pupils	All primary school children in P1 – P5 and ASN pupils will benefit from a healthy meal every day which will impact positively on families' finances and wellbeing.	Strategic Facilities Manager (Soft Services)	31-August-2022
New 05	Carry out capital improvements in school kitchens, in line with Scottish Government capital funding, to maintain the delivery of free school meals to all P1 – P5 pupils and all ASN pupils.	Kitchens will be better equipped to deliver hot, healthy, nutritious school meals based on the expansion of free school meal entitlement.	Strategic Facilities Manager (Soft Services)	31-August-2022
New 06	Work with the Scottish Government to deliver the further expansion of free school meals to all P6/P7 pupils and to deliver a free breakfast service for all primary school pupils	All primary school and ASN pupils will benefit from a healthy breakfast and lunch meal every day which will impact positively on families' finances and wellbeing.	Strategic Facilities Manager (Soft Services)	31-May-2026
07	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus	School meal uptake will increase, resulting in more children and young people taking healthy meals.	Strategic Facilities Manager (Soft Services)	31-March-2023
08	Provide employment and training opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Senior Leadership Team	31-March-2023
New 09	Provide trade apprenticeship opportunities in Building Services for young people residing in Renfrewshire.	Young people will achieve a recognised skilled Building Services trade.	Operations Manager (Building Services)	31-March-2023

10	Continue to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the Period Products (Free Provision) (Scotland) Bill	Removal of the stigma of period poverty with young people having access to free sanitary products in schools.	Strategic Facilities Manager (Soft Services)	31-March-2023
New 11	Consult with local residents, especially children, on choice of equipment to be implemented for playpark improvements throughout Renfrewshire.	Improve accessibility for all Renfrewshire residents with particular benefit to those with physical disabilities. Modernising and increasing the play value of the equipment in our parks and play areas.	Sustainability, Place and Assets Manager	31-March-2023

6.2.2 Performance Indicators - People: What we do to support our communities and individual residents
 (PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/ 23 Annual Target	2023/ 24 Annual Target	2024/ 25 Annual Target	Comments
01 % uptake of free school meals in primary schools	Quarters	2021/22	49.3%	75%		52%	58%	62%	School meal uptake in Primary and Secondary Schools has been impacted by the pandemic, when a more limited lunch offering and dining experience was offered. Over the course of this school year we have been able to return to a pre covid offering, pupils have started to return with the service working with pupils, teachers and parent to develop a new menu from January 2022. There has been positive feedback to this new menu and the service has seen an increase in uptake over the last few months. Taster sessions are organised with schools and working with schools on an individual basis
02 % uptake of free school meals in secondary schools	Quarters	2021/22	32.3%	49%		35%	38%	41%	

05	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)	Contribution to achieving the Council's carbon management reduction targets	Head of Operations & Infrastructure	31-March-2023
06	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)	The quality and quantity of recycle will be improved and levels of residual waste reduced.	Head of Operations & Infrastructure	31-March-2023
New 07	Further develop the digital application software for Waste Management system	Improved service excellence with regards to bin collections to empty all bins first time every time. Further work will deliver improvements for APOs and Trade waste services.	Operations Manager	31-August-2022
New 08	Prepare site at Linwood for improved bin store facility and consideration of the infrastructure required to fulfil the Deposit Return Scheme and future requirements for segregation of waste.	Improved security and stock control of bin stores. Establishment of a facility to provide sorting of waste in line with the requirements of the Deposit Return Scheme, reducing single use plastic and encouraging a circular economy.	Operations Manager	31-March-2023
New 09	Implement schedule for grass cutting and vegetation cutback in rural areas and on core path network	Improved service delivery and customer satisfaction	StreetScene Manager	31-March-2023
10	Develop and implement a long-term sustainable leachate and surface water management plan for Linwood Moss.	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	Sustainability, Place and Assets Manager	31-March-2023
New 11	Develop a new Waste Strategy Policy	Improve the waste collection focusing on increasing recycling and reducing waste diverted to landfill	Sustainability, Place and Assets Manager	31-March-2023
New 12	Deliver Christmas Lighting in 3 towns and 12 villages.	The provision of town and village lighting displays will be delivered on time, in line with event timetables.	Infrastructure and Assets Manager	25-December-2022
New 13	Install fixed and mobile cameras to deter or help identify flytipping in hotspot areas	Cameras will be installed with 3 PTZ (pan, tilt and zoom cameras). Fixed to lighting columns in identified flytipping hotspot areas, they will help deter offenders and provide evidence towards prosecution.	Operations Manager	31-March-2023

		<p>One mobile camera will be used by the Environmental Task Force to manage and relocate this to address other hotspots where no power is available.</p> <p>Local areas will have less flytipping.</p>		
--	--	--	--	--

6.3.2 Performance Indicators - Sustainability: What we do to address climate issues and promote sustainable services and communities

(PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/ 23 Annual Target	2023/ 24 Annual Target	2024/ 25 Annual Target	Comments
01 Street Cleanliness Score - % of areas assessed as clean	Years	2020/21	93.6%	92%		92%	92%	92%	Council Plan Indicator/ LGBF Indicator This is an annual LGBF Indicator and relates to financial year 2020/21. The 2021/22 data will not be published until February 2023.
02 Amount of CO ₂ emitted by the public vehicle fleet	Years	2021/22	3,223	3,000		3,000	3,000	3,000	Council Plan Indicator The amount of CO ₂ emitted by the public vehicle fleet has increased from 2,992 in 2020/21 to 3,223 in 2021/22. This is above target of 3,000 due to the increased number of vehicles in the fleet.
03 % of the vehicle fleet which uses alternative fuels, such as electricity	Quarters	2021/22	25%	25%		25%	25%	25%	Council Plan Indicator This indicator measures the percentage of the Council's vehicle fleet which uses alternative fuel such as electricity
04 Reduce the amount of CO ₂ emitted from public space lighting	Years	2021/22	1,246	1,700		1,500	1,500	1,500	Council Plan Indicator Future years targets reflect the impact of the street lighting investment.
05 % of bins uplifted first time	Quarters	2021/22	99.8%	99.9%		99.8%	99.8%	99.8%	In 2021/22, the service collected bins from around 91,000 households.
06 Complete Inspection process for all	Years	2021/22	38%	20%		65%	100%	100%	This indicator reflects the percentage of

headstones and burial grounds									burial grounds that have been inspected in line with the Memorial and Headstone inspection policy.
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2022 Annual Target	2023 Annual Target	2024 Annual Target	Comments
07 % of Household Waste Recycled	Years	2021	Awaiting Data	50%		50%	50%	50%	Legislative changes will need to be considered in relation to the impact on the materials that will be processed. There will be a difference in the production in waste due to behavioural changes influenced by economic downturn. Once DRS, EPRS and Circular Economy are implemented there will be resultant effects on the recycling rates. Improvement works at the Household Waste Recycling Centres, campaigns in Renfrewshire schools along with a widespread communications campaign are all being implemented to improve recycling rates through encouraging and educating people to place the right material in the right bin.
08 % of Household waste collected which is landfilled	Years	2021	Awaiting Data	5%		5%	5%	5%	Awaiting verified data from SEPA

6.4.1 Priority Actions – Living Our Values: What we do in terms of our organisational behaviours and approaches				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Provide our employees with the appropriate support to manage their attendance, health and wellbeing	Sickness absence levels and costs will be minimised	Senior Leadership Team	31-March-2023
02	Implement the Council's People's Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively	Senior Leadership Team	31-March-2023
04	Active participation in Council's Right for Renfrewshire Transformational Programme	The service will play its role in delivering cross cutting change	Senior Leadership Team	31-March-2023
05	Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	Infrastructure, Transportation and Change Manager	31-March-2023
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation	The number of vehicles in the Council's fleet will be reduced and its effectiveness maximised	Operations Manager	31-March-2023
07	Deliver improvements in the Council's Cemeteries estate	The condition of cemetery infrastructure will be improved	Sustainability, Place and Assets Manager	31-March-2023
08	Provide an integrated FM service across the Council for public building and housing repairs and compliance	An integrated approach to service provision will be delivered, improving customer service and efficiency	Head of Facilities Management	31-March-2023
09	Support the Council to implement the Business World system	Ensure the full benefits of the Business World system are realised	Head of Facilities Management	31-March-2023
10	Embed new approaches to staff communication and engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service	Senior Leadership Team	31-March-2023
11	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-March-2023
12	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-March-2023
13	Review Health & Safety and Risk Assessments	Health and Safety and Risk Assessment are managed more effectively	Senior Leadership Team	31-March-2023
14	Ensure robust financial monitoring is in place to support the COVID-19 recovery	Services will be able to monitor and plan their resources more efficiently	Senior Leadership Team	31-March-2023
New 15	Continue to work with existing and establish new 'Friends of' groups to	Develop, in partnership with 'Friends of' groups, improvements in maintaining	Sustainability, Place and Assets Manager	31-March-2023

	support implementation of the Community Empowerment Bill	and improving the environment attracting more people into the park and the local area.		
--	--	--	--	--

6.4.2 Performance Indicators – Living Our Values: What we do in terms of our organisational behaviours and approaches

(PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarters	2021/22	15.5	13.7		13.7	13.7	13.7	<p>During the last year absence rates have been slightly above target. This has been exacerbated by some long-term absences who were awaiting NHS appointments or treatment, which were delayed because of the impact of Covid. We have been working with our employees to facilitate their return to work and the absence rates are decreasing.</p> <p>The two main reasons for absence are Musculoskeletal and joint disorders accounting for 30.50% and psychological (non-work related) absence accounting for 30.06%.</p> <p>Operational staff have been working hard to help address mental health issues across the workforce and we now have a team of mental health first aiders within the department.</p>
02 % of members enquiries completed within timescale by E&I	Quarters	2021/22	86.7%	85%		85%	85%	85%	The service deals with over 85% of all elected members enquiries within the Council. At the end of March 2022, the service dealt with 4,722 elected members enquiries.
03 % of FOI requests completed within timescale by E&I	Quarters	2021/22	99%	100%		100%	100%	100%	In 2021/22 the service received 367 FOIs.

04 % of front line resolutions dealt with within timescale by E&I	Quarters	2021/22	80.8%	85%		85%	85%	85%	In 2021/22 the service received 6,609 front line resolutions. Technical difficulties at the start of the year have resulted in lower than target response times. As the year progressed, this was resolved, and target timescales were exceeded.
05 % of complaint investigations completed within timescale by E&I	Quarters	2021/22	64.8%	95%		85%	85%	85%	In 2021/22 the service had dealt with 732 complaint investigations. As with frontline resolution complaints performance at the start of the year was impacted by technical issues and staff changes. The performance in the second half of the year has improved considerably and exceeded the target.

6.5 Data Only 									
Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
06 Cost of Maintenance per Kilometre of roads	Years	2020/21	£17,495	n/a		n/a	n/a	n/a	LGBF Indicators These are annual LGBF Indicators and relate to financial year 2020/21. The 2021/22 data will not be published until February 2023.
07% of adults satisfied with parks and open spaces	Years	2020/21	83.5%	n/a		n/a	n/a	n/a	
08 Cost of parks and open spaces per 1,000 of the population	Years	2020/21	£28,240	n/a		n/a	n/a	n/a	
09 % of adults satisfied with refuse collection	Years	2020/21	70.63%	n/a		n/a	n/a	n/a	
10 Net cost of waste collection per premise	Years	2020/21	£66.66	n/a		n/a	n/a	n/a	
11 Net cost of waste disposal per premise	Years	2020/21	£61.59	n/a		n/a	n/a	n/a	
12% of adults satisfied with street cleaning	Years	2020/21	52.77%	n/a		n/a	n/a	n/a	
13 Net cost of street cleaning per 1,000 of the population	Years	2020/21	£6,472	n/a		n/a	n/a	n/a	

Environment & Infrastructure Service Delivery Plan 2021-2022

Out-turn 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 2021/22 roads and footways capital investment programme - £9 million		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"> 80% </div>	31-Mar-2022	The Roads Capital Investment programme for 2021/22 has ended. 90 of the 98 programmed carriageway resurfacing schemes completed with 8 schemes postponed due to either lack of contractor availability or proximity to COVID-19 testing centres. These will be completed in the capital programme for 2022/23. 52 footways out of the original programme of 85 have also been resurfaced with 33 postponed due to lack of contractor availability. Again, these will be completed in the capital programme

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					for 2022/23. The surface dressing programme is complete (16 schemes) as is the micro-surfacing programme (16 schemes) and the permanent patching programme.
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)			31-Mar-2022	<p>Restrictions due to the COVID-19 pandemic have had an impact on the ability to deliver infrastructure improvements this year. However, progress continues to be made on improving accessibility for disabled people at bus stops and providing new bus shelters in Renfrewshire and the strengthening of Crosslee Bridge, over the National Cycle Route N7. The opportunity has also been taken to progress designs for an off-road cycle link to the Hawkhead housing development and a bus turning loop in Erskine.</p> <p>The refurbishment of the footbridge across the White Cart was completed and has been reopening to pedestrian and cycle traffic in November 2021.</p> <p>Restrictions due to the COVID-19 pandemic are reducing in their impact on the ability to deliver infrastructure improvements. The 21/22 programme of bus corridor</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>infrastructure improvement is complete.</p> <p>The latest length of the Bishopton to Glasgow Airport Investment Area segregated cycleway from Red Smiddy roundabout to Inchinnan Drive is complete and its next section to Abbotsinch Road is underway. Designs for the route's expansion to Erskine are also well underway.</p> <p>Officers continued to assess roads construction consent applications and approvals, in principle, from developers for new roads and bridges to be added to the public road network, particularly in Dargavel, Bishopton.</p>
03	Support the delivery of City Deal initiatives, combining roads and active travel projects into a coherent network for all road users			31-Mar-2022	Support is provided on an ongoing basis with close working on a number of Council priorities including cycleway and traffic signal coordination projects in cooperation with the City Deal Team.
04	Lead on the works to improve the transport infrastructure in Paisley Town Centre			31-Mar-2022	<p>The Council has been awarded £2million by The Bus Partnership Fund to deliver junction improvements with bus priority measures across Paisley Town Centre. This will be completed by March 2023.</p> <p>The scope of this project covers prioritising</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					pedestrians, cyclists and now public transport users. A full public consultation is due to take place following the 2022 local election.
05	Support economic regeneration and job creation through the regeneration and revitalisation of town centres and the creation of a town centres action plan		 100%	31-Mar-2022	<p>The service successfully concluded an investment programme in Renfrew and Johnstone town centres with upgrades to street lighting and infrastructure through the town centre regeneration fund.</p> <p>Enhanced street cleaning regimes are ongoing as part of the town centre refurbishment works.</p> <p>The Council continues to support the regeneration of our town centre through dedicated provision of resource to enhance cleaning arrangements. We continue to support the work of the Car Parking Working Group. Free parking provision will be extended to stimulate the economy within the town centre area. An App to make payment for parking more readily available will be implemented.</p>
06	Deliver an increase in cycling infrastructure across Renfrewshire		 100%	31-Mar-2022	The service continued to deliver its ambitious cycling infrastructure programme with grant awards from SPT, the Bus Partnership Fund and Cycling Walking Safer Routes. A number of new connections to the national cycle

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					route network have been made from the local road network to make it easier to access.
07	Implement the transfer of the Council's traffic light infrastructure from analogue to digital			30-Jun-2022	<p>Analogue BT traffic signal communications lines have been replaced with 4G mobile technology. CCTV cameras have also been installed at key junctions throughout the network to improve real time monitoring and reaction times for incident response.</p> <p>The switch of the Council's traffic signal control to a hosted UTC system is now complete. Analogue BT traffic signal communications lines were replaced with 4G mobile technology in March 2020. A number of sites are now trialling fibre connections for greater signal consistency and capacity. CCTV cameras are also now installed at key junctions throughout the network.</p> <p>Work continues to upgrade the council's SCOOT network junctions, with a focus on introducing bus priority at selected junctions. The primary connection to the Trapeze bus priority system run by SPT has been made to complement other proposed bus priority measures through the Bus Partnership Fund.</p> <p>A programme of replacing old lamp</p>

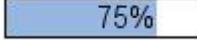
**Council Plan Strategic Outcome 1:
Reshaping our place, our economy and our future**

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					technology with modern LED low energy lamps continued throughout 21/22.
08	Deliver externally funded transportation and connectivity infrastructure projects			31-Mar-2022	The service continues to deliver on our ambitious capital programme with grant awards from SPT, the Bus Partnership Fund and Cycling Walking Safer Routes.

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
09	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire			31-March 2022	A full repair service has been provided in the later half of 2021/2022. A full catch up programme has been underway and the majority of works have returned to pre pandemic levels.
10	Continuing to deliver repairs and compliance services to all public buildings in Renfrewshire including schools			31-March 2021	Compliance tasks continue to be affected by the COVID-19 pandemic as a result of restrictions relating to access to buildings and on the availability of specialist contractors utilising the furlough scheme. Compliance tasks did continue but were focused on those Council and public buildings that remained open or re-opened during this period. It is likely compliance

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>tasks will continue to lag during 2022/2023. A managed approach on a site by site basis is being undertaken and triaged accordingly.</p> <p>Building Services continue to work with a hybrid model of service delivery.</p> <p>There are issues surrounding suppliers and materials and associated increasing costs.</p>

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall		32.9%	32.5%	32%	32.5%	Data for 2021/22 will not be published until February 2023	32.5%	32%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads		19.97%	22.5%	19.42%	22.5%	Data for 2021/22 will not be published until February 2023	22.5%	22%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
03	(Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads		24.09%	24.5%	23.68%	24.5%	Data for 2021/22 will not be published until February 2023	24.5%	24%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.
04	(Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads		34.19%	36.5%	33.49%	36.5%	Data for 2021/22 will not be published until February 2023	36.5%	36%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.
05	(Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads		35.39%	36.5%	34.33%	36.5%	Data for 2021/22 will not be published until February 2023	36.5%	36%	These are annual LGBF Indicators and relate to financial year 2020/21 and therefore the first year of the COVID-19 pandemic. The 2021/22 data will not be published until February 2023.

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
06	% of Statutory road inspections categories completed on target: Category A		100%	100%	100%	100%	100%	95%	100%	In 2021/22 the statutory road inspections were achieved for category A, category B & category C. The annual performance for these indicators was 100%.
07	% of Statutory road inspections categories completed on target: Category B		100%	100%	100%	100%	100%	100%	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.
08	% of Statutory road inspections categories completed on target: Category C		100%	100%	100%	100%	100%	100%	100%	
09	% of pothole repairs completed within timescales		37%	75%	77%	78%	83%	80%	80%	Data analytics continue to improve performance monitoring with weekly reports being used to quickly identify and resolve issues. Performance during 2021/22 has seen an improvement

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

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										from 77% in 2020/21 to 83%.

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

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
10	% of reported street lighting faults which were attended within the 7-day timescale		99.4%	95%	98%	95%	99.9%	95%	95%	During 2021/22, 99.9% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
11	% of Overall repairs completed within time by building services		94.6%	95%	95%	95%	93.6%	95%	95%	In 2021/22, 48,782 repairs were completed within time by Building Services.

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
12	% of reactive repairs carried out in the last year completed right first time		82.6%	90%	85.1%	90%	85%	93%	93%	From the total number of reactive repairs completed (26,748) a total of 22,731 repairs were completed right first time during the reporting year.
13	Average length of time taken to complete non-emergency repairs in public buildings		New performance indicator 2020/21	10.7	15	17.24	15	15	15	<p>The non-emergency repair average time over the year has been impacted by supplier delays due to the impact of COVID.</p> <p>There has also been an impact on the supply chain for materials that has increased the average repair time.</p> <p>The anticipated position of 22/23 is still under pressure and will continue to be monitored.</p>
14	% of compliance tasks undertaken per year in public buildings		New performance indicator 2020/21	77%	90%	72%	90%	80%	80%	<p>The performance is below target due to the issues experienced with allocation of contractors and resources due to the COVID-19 pandemic.</p> <p>Statutory compliance includes water checks. In 2021/22 the administration process of the water checks changed, and the recording of the check completion is currently running behind. This is reflected in the 72%.</p> <p>If water compliance checks are removed, the</p>

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										service is performing at 82% of all other statutory compliance checks completed on within 2021/22.

Council Plan Strategic Outcome 2: Building strong, safe and resilient communities

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Deliver a participatory budget programme for infrastructure and transportation		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"> 50% </div>	31 March 2022	<p>The engagement with the communities has been a positive experience with communities and individuals contributing 2,843 ideas. This initial list of ideas has been reduced to a long list of 174 ideas. These 174 suggestions are now undergoing assessments for deliverability and design which will then inform the shortlist that goes to the public vote.</p> <p>There is a range of topics that the public have nominated for inclusion and it was heartening to note that submissions were received from every community in Renfrewshire. The main topic areas suggested are:</p>

**Council Plan Strategic Outcome 2:
Building strong, safe and resilient communities**

Priority Actions

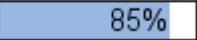
Code	Action	Status	Progress	Due Date	Update
					<ul style="list-style-type: none">• Traffic related issues including ideas for pedestrian crossings and traffic calming measures,• Street Lighting, including lighting in parks and other walking routes as well as some rural locations,• Public realm features such as seating or gateway features,• Wayfinding information for walking trails and cycle routes <p>Officers are finalising the voting process with a view to the shortlisted ideas going to a public vote in Summer 2022.</p>

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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply			31-Mar-2022	New school menus were introduced in August 2021 which met the new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020. Following consultation with pupils and parent groups, these menus were reviewed and amended from January 2022, coinciding with the roll-out of Universal Free School meals for primary pupils up to P5.
02	Support the expansion of free school meals to all primary schools		80%	31- Aug-2022	The Soft FM Service delivered the expansion of the Universal Free School Meal entitlement to all P4 pupils in August 2021 and to all P5 pupils in January 2022. It was originally planned that all P6 & 7 pupils would receive this entitlement by August 2022, however this has now been delayed. The service awaits the announcement from the Scottish Government for capital funding for this project – once this has been received, decisions will be taken on the infrastructure improvements which will require to be carried out in school kitchens and dining halls to maintain the continued delivery of this service.
03	Support the delivery of the 1140 hours early years provision			31- Aug-2022	The 1140 hours early years provision has now been rolled out across the authority with all 3 and 4 year olds and eligible 2 year olds being provided with a hot, healthy, nutritious lunch.

04	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus, COVID-19 guidelines permitting			31-Mar-2022	The Soft FM Officer for Menu and Nutrition has been consulting with both pupil and parent groups, on the school menu. This resulted in the changes put in place from January 2022. Work is continuing to deliver a revised menu from August 2022 – this includes holding taster sessions for new products and recipes. All new menus will continue to meet the new Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020.
05	Provide employment and training opportunities for identified groups of young people in Renfrewshire			31-Mar-2022	<p>Environment & Infrastructure took on seven Kickstart employees. The aim of the Kickstart programme is to help young unemployed people gain additional skills to better equip them for the world of work. The programme has been successful in Waste.</p> <p>There are two Project Search staff working with waste and are proving an asset to the team.</p> <p>Building Services working in partnership with Housing Services have been recruiting new youth apprentices. 7 youth apprentices now have positions: 3 Painters, 2 Electricians and 2 Plumbers. This builds on our existing complement of apprentices.</p> <p>We are very pleased to be in a position to offer these apprenticeship opportunities within Renfrewshire.</p>

06	Work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the Period Products (Free Provision) (Scotland) Bill			31-Mar-2022	The Soft FM service continues to work with CoSLA and Children's Services to ensure that free sanitary products are always available in Renfrewshire's schools. A relaunch of the programme was carried out after the school spring break in April 2022, which included opportunities for pupils to request reusable products, as well as the normal service provision.
06	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)			31-Mar-2022	To support the growing number of EVs in the Council Fleet, EV Chargers have been installed in Operational Depots at Underwood Road and Robertson Park as well as HCSP facilities at Mile End Centre, Montrose Care Home, and Johnstone Town Hall to increase the provision of Electric Vehicle Charging Infrastructure and deployment of Low Emission Vehicles at these locations.
07	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)			31-Mar-2023	<p>Development of the Housing Charter, Circular Economy and Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPRS) schemes are currently on hold awaiting a Scottish Government reviewing of the impact of DRS and EPRS and the COVID-19 pandemic.</p> <p>Renfrewshire Council are implementing the charter by improving on the waste collection tonnages (accounting for the COVID-19 recovery).</p> <p>Various initiatives have been delivered in support of the Recycling Charter including consultation with householders and a school project (which had been delayed by COVID-</p>

19). Assessment of school recycling performance has been completed.

The service has been working alongside Climate Change Champions throughout schools in Renfrewshire. Champions have had visits to Enva to raise awareness and enhance education on recycling.

The revised charter and route map will provide a foundation from which further changes can be made.

The Deposit Return Scheme will be launched on 16 August 2023. Implications for Local Authorities are still being determined.

Extended Producer Responsibility Scheme has not yet been laid before parliament.

Relevant tonnage information and composition of waste streams will be considered to determine how these schemes are implemented across Renfrewshire.

Baseline information has been gathered in 21/22 for all waste streams; residual, food/green waste, paper and card and mixed plastic and cans.

08	Implement a new commercial waste service model			31-Mar-2022	This project is now completed. All businesses have been surveyed and duty of care documents updated in accordance with the new service delivery model.
----	--	---	---	-------------	--

09

Develop and implement a long-term sustainable leachate and surface water management plan for Linwood Moss



31-Mar-2022

The overall aim is to remove the requirement for leachate treatment and to design a passive system where the leachate and surface waters are mixed before being discharged to the unnamed tributary of the River Gryffe. Consultants are considering the data and it will be reported to SEPA. Discussions will then commence to agree the variations to the waste management licence.

Based on the discussions with SEPA, there will be a period of monitoring required to ensure the leachate mixed with surface water is not causing an impact downstream and following this the existing treatment plant will be de-commissioned and the top lagoon filled in.

SEPA are keen to see the surrender of the waste management licences for sites such as Linwood Moss, however, to achieve this they need to be satisfied that the landfill is in continuity with the surrounding environment and robust data is key to this.

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

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22	Explanation of Performance
			Value	Target	Value	Target	Value	
01	% uptake of free school meals in primary schools		61.8%	75%	47.2%	75%	49.3%	School meal uptake in Primary and Secondary Schools has been impacted by the pandemic, when a more limited lunch offering and dining experience was offered. Over the course of this school year we have been able to return to a pre covid offering, pupils have started to return with the service working with pupils, teachers and parent to develop a new menu from January 2022. There has been positive feedback to this new menu and the service has seen an increase in uptake over the last few months. Taster sessions are organised with schools and working with schools on an individual basis to focus on uptake is ongoing.
02	% uptake of free school meals in secondary schools		48.4%	75%	49.6%	75%	32.3%	To add to above, the service is currently implementing a pilot in two secondary schools working with pupils to change the provision to work to improve the uptake.

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

Performance Indicators

Code	Performance	Current	2019/20	2020/21	2021/22	2022/23	Explanation of Performance
------	-------------	---------	---------	---------	---------	---------	----------------------------

Indicator	Status	Value	Target	Value	Target	Value	Target	Target	
01 Street Cleanliness Score - % of areas assessed as clean		94.5%	92%	93.6%	92%	Data for 2021/22 will not be published until February 2023	92%	92%	<p>The percentage of Renfrewshire's street assessed as clean was 93.6% for 2020/21. This figure is provisional and is awaiting verification by Keep Scotland Beautiful.</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).</p> <p>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>
02 Amount of CO ₂ emitted by the public vehicle fleet		3,427	2,730	2,992	3,250	3,223	3,000	3,000	<p>The amount of CO₂ emitted by the public vehicle fleet has increased from 2,992 in 2020/21 to 3,223 in 2021/22. This is above target of 3,000 but reflects the increased vehicle use because of the requirement to maintain social distancing throughout the COVID-19 pandemic.</p>
03 % of the vehicle fleet which uses alternative fuels, such as electricity		18.2%	23.7%	23%	21%	25%	25%	25%	<p>Renfrewshire Council have purchased 14 Electric Vehicles to add to our zero emissions fleet of cars, light vans, minibuses and large goods vehicles resulting in almost a quarter of the fleet now using alternative fuel sources.</p> <p>We currently operate 116 electric vehicles up to and including two 5 tonne fully electric buses. This has reduced from 130 vehicles.</p> <p>There are electric bicycles at HQ.</p> <p>Pool fleet is 100% electric.</p>

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										The service continue to consider alternative fuels such as HVO, hydrogen and hybrid technology.
04	Reduce the amount of CO ₂ emitted from public space lighting		1,493	1,750	1,368	1,700	1,246	1,700	1,500	<p>There has been a slight reduction in CO₂ emissions from public space lighting due to a small number of the remaining 'conventional' lanterns transferring to LED.</p> <p>This figure shows an improvement in 2021/22 compared to the previous year. There was a 10% reduction in CO₂ between 2020/21 and 2021/22. Any future improvements will level out as the LED programme is substantially complete.</p>
05	% of bins uplifted first time		99.8%	99.9%	99.8%	99.9%	99.8%	99.9%	99.9%	The percentage of bins uplifted first time in 21/22 was 99.8%. This is slightly below target of 99.9% however the service was working under the difficult early stages of the COVID-19 pandemic with the associated staff shortages as result of employees shielding and isolating. The service was supported by staff from other service areas within the department and continued to provide full refuse collection services throughout this period.
07	Complete Inspection process		New performance		6%	40%	38%	20%	100%	All of the highest risk memorials have now been inspected and staff are currently working through

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

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
	for all headstones and burial grounds	indicator 2020/21								<p>the memorials deemed medium risk.</p> <p>The Council is committed to providing a safe and welcoming environment for visitors and our staff in Renfrewshire cemeteries and churchyards, with all work carried out as respectfully as possible. A policy for the inspection of memorial monuments and headstones outlines procedure and any dangerous or unsafe memorials are laid flat to ensure the safety of all staff and visitors.</p> <p>Whilst we recognise the sensitivities and importance of these graves, we will continue to ensure they are managed respectfully and sensitively preserved while we carry out the required safety measures.</p>

**Council Plan Strategic Outcome 4:
Reshaping our place, our economy and our future**

Performance Indicators

Code	Performance Indicator	Current Status	2019		2020		2021		2022	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
08	% of Household Waste Recycled (Calendar year)		53%	54%	49.1%	54%	Awaiting Data	50%	50%	Awaiting verified Data from SEPA

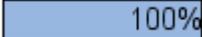
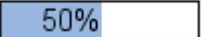
**Council Plan Strategic Outcome 4:
Creating a sustainable Renfrewshire for all to enjoy**

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
	data) (LGBF Indicator)									
09	% of Household waste collected which is landfilled (Calendar year data)		5.7%	16%	9.5%	16%	Awaiting Data	5%	5%	Awaiting verified Data from SEPA

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, health and wellbeing			31 March 2022	<p>Work on the Council's Business World system continues to ensure that required information is available to managers.</p> <p>Environment & Infrastructure continue to support delivery of the Corporate Health and Well Being Strategy.</p>
02	Implement the Council's People's Strategy			31-Mar-2022	The Organisational Development Strategy has been implemented across all areas of Environment & Infrastructure and will be reflected in the Council's new People's Strategy.
03	Active participation in Council's Right for Renfrewshire Transformational Programme			31-Mar-2022	The service engaged with the first phase of Right for Renfrewshire and will continue to support the recommencement of this aligned with any existing service reviews.
04	Better use of data and technology to improve services performance and delivery			31-Mar-2022	<p>The service has developed apps to support officers in delivering frontline operational requirements. It has implemented an online process for special uplifts provided through the Council's customer account portal, "MyAccount". A Gully App has also been developed to support gully maintenance.</p> <p>A new data analytics approach to how management information is used to support service improvement has been rolled out across each service area.</p>

Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
05	Deliver agreed operational efficiencies through fleet utilisation and rationalisation		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">60%</div>	31-Mar-2022	<p>The utilisation and rationalisation process is beginning to recommence as the COVID-19 and social distancing guidelines are being relaxed. Additional hire vehicles, hired in for the pandemic are being assessed for utilisation and if possible 'off-hired'. Fleet utilisation and the efficiency of the sustainable transport fleet are continuously being monitored and assessed along with a recharging and booking process, which along with introduction of the Underwood Rd pool fleet should increase the opportunity for reduction.</p> <p>All hire vehicles used in Waste Operations were returned November 2021. The service has returned to using solely our core fleet vehicles.</p>
06	Provide an integrated FM service across the Council for public building and housing repairs and compliance		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2022	<p>The consultant report has been delayed, the progress bar should remain at 50% and the date moved to 31 March 2023.</p> <p>This was due to COVID and we now have an election and will not be able to take forward until post-election.</p>
07	Deliver improvements in the Council's Cemeteries estate		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">10%</div>	31-Mar-2023	<p>During the first 6 months of 2021/22 a new French drain has been constructed adjacent the rear end of the north wall of Hawkhead Cemetery. This will improve drainage in this section of the cemetery and will connect up drainage works carried out in 2019.</p> <p>Further drainage works are planned in the area adjacent to the Scotts Road/Hawkhead Road section</p>

Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					<p>of the cemetery which will eliminate historical flooding in this section of the site. These new works will tie into the drainage system completed in 2018/19.</p> <p>Engineering and tree works have been completed inside and adjacent to the soil storage compound again, to improve the drainage in this section of the cemetery and to enhance the aesthetics in this operational area of the site.</p> <p>The current container storage units will be replaced with a purpose-built units in 2022/23 to house the plant and equipment used on site.</p> <p>There is a plan in place to renew signage across all cemeteries before the end of 2022/23.</p>
08	Support the Council to implement the Business World system		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;">50%</div>	31-Mar-2022	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World.
09	Embed new approaches to staff engagement across all areas of the service		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;">50%</div>	31-Mar-2022	The service's staff panel and newsletter were impacted by the COVID-19 restrictions and guidelines. However, staff were kept up to date through letters from the Director and the service were well represented in the Staff Weekly news and letters which were the main vehicles for communicating with staff during the pandemic.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
10	Ensure robust and up to date business continuity arrangements are in place		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2022	The service's Resilience Management Team hold quarterly meetings chaired by Head of Operations and Infrastructure to review recent incidents and lessons learned, business continuity exercises and any training required.
11	Review and maintain continuous improvement frameworks		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2022	<p>The most recent BSi Audit for Operations & Infrastructure was successfully completed in March 2022. There are a number of corrective actions being taken forward through a working group to ensure improvements and preventative actions are in place.</p> <p>Following a review of the service's continuous improvements framework the Senior Leadership Team agreed that Facilities Management would no longer participate in ISO 9001 Quality Management. The service will continue to explore appropriate improvement frameworks during 2021/22.</p>
12	Review Health & Safety and Risk Assessments in line with COVID-19 requirements		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2022	The review of Health and Safety risk assessments has progressed in the first six months of this financial year. A working group has been established and meets on a regular basis to take forward the review. However, works required by our colleagues in Corporate Health and Safety has been delayed due to Covid and to other priorities. The required works to enable the Risk Assessment Process to go live are in the programmed list and will be undertaken as soon as possible.

**Council Plan Strategic Outcome 5:
Working together to improve outcomes**

Priority Actions

Code	Action	Status	Progress	Due Date	Update
13	Ensure robust financial monitoring is in place to support the COVID-19 recovery		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2022	The Senior Leadership Team and service managers meet on a period by period basis with Finance to monitor budgets 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 in the COVID-19 recovery phase.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)		16.44	13.7	17.02	13.7	15.5	13.7	13.7	<p>During the last year absence rates have been slightly above target. This has been exacerbated by some long-term absences who were awaiting NHS appointments or treatment, which were delayed because of the impact of Covid. We have been working with our employees to facilitate their return to work and the absence rates are decreasing.</p> <p>The two main reasons for absence are musculoskeletal and joint disorders accounting for 30.50% and psychological (non-work related) absence accounting for 30.06%.</p> <p>Operational staff have been working hard to help address mental health issues across the workforce and we now have a team of mental health first aiders within the department.</p>
02	% of members enquiries completed within timescale by E&I		85%	85%	86.4%	85%	86.7%	85%	85%	<p>Environment & Infrastructure received 4,722 members enquiries in 2021/22, of which 86.7% were responded to within timescale. This is an improvement on the performance for 2020/21 when there were 5,047 members enquiries, of which 86.4% were responded to within timescale.</p>

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
03	% of FOI requests completed within timescale by E&I		96%	97%	96%	100%	99%	100%	100%	Environment & Infrastructure dealt with 367 Freedom of Information requests in 2021/22, of which 363 (99%) were responded to within timescale. 128 of these requests were cross departmental and 239 were departmental.
04	% of front line resolutions dealt with within timescale by E&I		85%	100%	75%	100%	80.8%	85%	85%	Environment & Infrastructure received 6,609 front line resolutions in 2021/22, of which 80.8% were responded to within timescale. Technical difficulties at the start of the year have resulted in lower than target response times. As the year progressed, this was resolved, and target timescales were exceeded.
05	% of complaint investigations completed within timescale by E&I		85%	100%	58%	95%	64.8%	95%	85%	In 2021/22 the service had dealt with 732 complaint investigations 64.8% of which were dealt with within the agreed timescale. As with frontline resolution complaints performance at the start of the year was impacted by technical issues and staff changes. The performance in the second half of the year has improved considerably.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
06	Cost of Maintenance per Kilometre of roads (LGBF Indicator)		£17,932	N/A	£17,495	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	The data is published by the Improvement Service on an annual basis as part of the Local Government Benchmarking Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking remained 26 th between 2019/20 and 2020/21. The 2020/21 costs reflect the £8m roads capital investment programme allocation expenditure on roads and pavements. This significant capital allocation to roads improvements is expected to lead to ongoing performance of above average spend reflecting the current focus on investment in the roads infrastructure. Data for 2021/22 will not be published until February 2023. (LGBF indicator)
07	% of adults satisfied with parks and open spaces (LGBF Indicator)		83.77%	N/A	83.5%	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 17 th in 2019/20 to 18 th in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
08	Cost of parks and open spaces per 1,000 of the population (LGBF Indicator)		£25,221	N/A	£28,240	N/A		N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the LFR information from the Scottish Government – Renfrewshire’s ranking moved from 26th in 2019/20 to 27th in 2020/21. Data for 2021/22 will not be published until February 2023. The increased costs of parks and open spaces per 1,000 population for 2019/20 reflects internal changes to how income is included on the Local Finance Return, as the 2019/20 costs now include recharges to other council services. A further increase in costs can be attributed to the pay award and the additional funding received for environmental improvements. (LGBF Indicator)
09	% of adults satisfied with refuse collection (LGBF Indicator)		79.63%	N/A	70.63%	N/A		N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire’s ranking moved from 20 th in 2019/20 to 24 th in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
10	Net cost of waste collection per premise (LGBF Indicator)		£67.82	N/A	£66.66	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 20th in 2019/20 to 15th in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)
11	Net cost of waste disposal per premise (LGBF Indicator)		£106.52	N/A	£61.59	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 23rd in 2019/20 to 3rd in 2020/21. Data for 2021/22 will not be published until February 2023. (LGBF Indicator)
12	% of adults satisfied with street cleaning (LGBF Indicator)		60.1%	N/A	52.77%	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 29th in 2019/20 to 31st in 2020/21. Data for 2021/22 will not be published February 2023.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Code	Performance Indicator	Current Status	2019/20		2020/21		2021/22		2022/23	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
										(LGBF Indicator)
13	Net cost of street cleaning per 1,000 of the population (LGBF Indicator)		£5,974	N/A	£6,472	N/A	Data for 2021/22 will not be published until February 2023	N/A	N/A	This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 1st in 2019/20 to 2nd in 2020/21. Data for 2020/21 will not be published until February 2023. (LGBF Indicator)