

To: Infrastructure, Land and Environment Policy Board

On: 24 May 2023

Report by: Director of Environment, Housing & Infrastructure

Heading: Environment, Housing & Infrastructure 2023-2026 Service Improvement Plan

1. Summary

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

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

- 2.1 approves the attached Service Improvement Plan; and
 - 2.2 notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 2023, with updates to the Performance Indicators and Action Plan.
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3. Background

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

4. Service Improvement Plan 2023-26: What do we want to achieve?

- 4.1 We are ambitious for our communities, local businesses, and the environment and we place people at the heart of the services we provide. We want to make a difference to the lives of our employees too.
- 4.2 Environment, Housing & Infrastructure Service will continue to draw upon relevant insight to target its resources appropriately, and during the next twelve months, specific priorities for the service will be driven by:
 - Continuing the implementation of Renfrewshire's plan for Net Zero
 - Delivering the 2023/24 roads and footways capital investment programme

- Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)
- Developing a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies
- Deliver a programme of enhanced operational environmental and community support activities for environment and place
- Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements which will empower local communities and involve them in improvements in their local area

4.3 The Council and Services remain ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on continuous improvement, however, the organisation is experiencing a challenging operating context and sustaining improvement may not always be possible. Within this context, the Service Improvement Planning process allows the organisation to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.

5. Monitoring progress

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

Implications of the Report

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

List of Background Papers: None

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Appendix I: Service Improvement Plan 2023-26

Environment, Housing & Infrastructure

Service Improvement Plan 2023 - 26



Renfrewshire
Council

Welcome to our Service Improvement Plan

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



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

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

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

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

Our service



Net Zero

Deliver Renfrewshire's Plan for Net Zero.



Homeless and Housing Services

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



Community Safety

Helping to keep people safe through the Community Safety Hub.



Waste and Recycling

Management of Renfrewshire's waste and recycling services.



Streetscene

Ensuring our streets, town centres and communities are welcoming.



Housing Investment

We invest in existing homes and new build Council houses.



Safeguarding the public

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



Roads and Transport

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



Council Homes

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



Fleet & Social Transport

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



Land & Asset Management

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



Facilities Management

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



Property Management

Managing the Council's capital projects and property portfolio.

About us

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

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



Gordon McNeil
Director of Environment, Housing &
Infrastructure



Gerard Hannah
Head of Climate, Public Protection
& Roads



Head of Operations and Service
Development



Chris Dalrymple
Head of Facilities Management &
Property Services



Louise Feely
Head of Housing

Our resources and risks

BUDGET

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

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

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

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

RISK MANAGEMENT

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

Environment, Housing & Infrastructure Services risks are detailed below:

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

Transformation and financial sustainability

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

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

Environment, Housing & Infrastructure continues to support this through;

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

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

Delivering **Ren Zero** embedded within financial planning

Workforce development and wellbeing

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



health and wellbeing

new ways of working

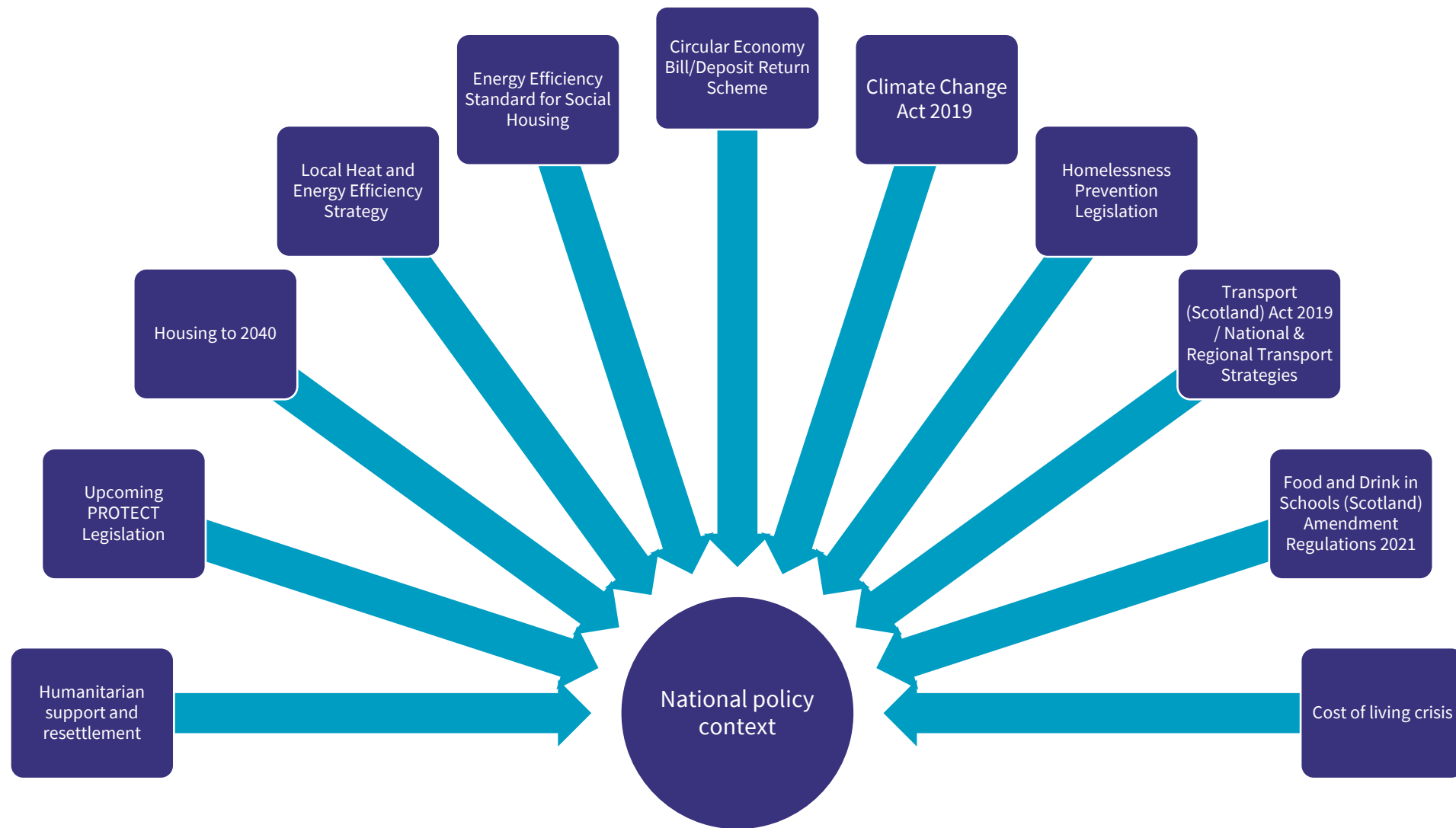


staff communication and engagement

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

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

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



Our local policy context

Our Values

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

Council and Community Plans

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

Fairer Renfrewshire Programme

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

Economic Recovery

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

Renfrewshire's Plan for Net Zero

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

Alcohol and Drugs Change Programme

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

Transformation Programme

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

Support for humanitarian schemes

- Supporting people who arrive in Renfrewshire through the UK and Scottish Governments' humanitarian resettlement schemes, including asylum and Ukrainian resettlement.

Housing pressures

- Renfrewshire is currently experiencing a range of significant supply and demand pressures across the housing sector, in common with the rest of Scotland.

Our key priorities

Deliver
Renfrewshire's
plan for Net Zero

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

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

Improve uptake
and provide
healthy meals

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

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

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

Deliver the
2023/24 capital
investment
programme

Review of public
transport for
Renfrewshire

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

Our focus for 2023/24

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

Other plans, strategies and reports



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

Appendix:

Actions and Performance Indicators relevant to the remit of the Infrastructure, Land and Environment Policy Board

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver the 2023/24 roads and footways capital investment programme - £6.7 million	Improvements to the condition of roads and footways infrastructure	31 March 2024
Implement the requirements of the Transport (Scotland) Act 2019	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	31 March 2026

Delivering the Council Plan - PLACE

Performance Indicators	Frequency	2020/21 Value	Latest Update	Latest Value	2022/23 Target
(Maintenance) Carriageway Condition: % of road network considered for treatment					
(i) A Class Roads	Annual LGBF	19.4%	2021/22	17.3%	19%
(ii) B Class Roads	Annual LGBF	23.7%	2021/22	21.3%	22%
(iii) C Class Roads	Annual LGBF	33.5%	2021/22	30.5%	32%
(iv) Unclassified Roads	Annual LGBF	34.3%	2021/22	30.9%	32%
Performance Indicators	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
(Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Annual SCOTS	28.9%	2022/23	27.4%	30%
% of Statutory road inspections categories completed on target:					
(i) Category A	Annual	100%	2022/23	83%	95%
(ii) Category B	Annual	100%	2022/23	86%	100%
(iii) Category C	Annual	100%	2022/23	100%	100%
% of pothole repairs completed within timescales	Annual	83%	2022/23	95%	90%

Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	31 March 2024
Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies (Council Plan)	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	31 March 2025
Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan)	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	31 March 2024
The Council is keen to promote a parking strategy which manages the supply and demand for parking, supports economic regeneration	Increase short stay parking provision, creating business churn and delivery of a more effective enforcement service. This will be aligned to the aspirations for meeting our ambitious climate change targets	31 March 2024
Conduct a review of Renfrewshire's public transport provision	The review sets out with the ambition to have an affordable, sustainable, modern, efficient, fit for purpose, and demand led public transport network. The aim is to meet the current and future needs of Renfrewshire's communities connecting with work, health, learning and social opportunities, whilst supporting and contributing to Renfrewshire's climate goals.	30 September 2025
Progress next stage of Paisley Town Centre junction improvements as part of the Bus Partnership works	Public transport offering in Renfrewshire will be improved	31 March 2024

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	31 March 2024

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Commence costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders (Council Plan)	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2026
Deliver a programme of enhanced operational environmental and community support activities for environment and place (Council Plan)	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2024
Build additional capacity for proactive tree asset management across Renfrewshire	The approach will build and enhance the current arboriculture process of tree assessment and tree surgeon activity, inspecting trees and undertake to resolve identified problems which will improve health of tree stock, reduce potential for tree failures and reduce corporate risk.	31 March 2026
Implementation of a Garden Waste Permit Scheme for householders to uplift and dispose of their garden waste	Implementation of the new permit scheme will allow the service to continue to provide a garden waste service to those who want one whilst continuing to provide our statutory services effectively.	31 July 2023
Prepare site at Linwood for improved bin store facility and consideration of the infrastructure required to fulfil the Deposit Return Scheme and future requirements for segregation of waste.	Improved security and stock control of bin stores. Establishment of a facility to provide sorting of waste in line with the requirements of the Deposit Return Scheme, reducing single use plastic and encouraging a circular economy.	31 March 2024

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Review and consider the implications of the Circular Economy Bill and associated route map when published (likely summer 2023)	The quality and quantity of recyclate will be improved and levels of residual waste reduced. The service will be responsive to future legislative changes.	31 March 2024
Continue site management following statutory monitoring period of the leachate treatment at Linwood Moss.	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	31 March 2024
Development of Low Emissions / Electrification Strategy (Council Plan)	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	31 March 2024
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2024
Deliver the Local Heat and Energy Efficiency Strategy (LHEES) for Renfrewshire.	This strategy and action plan will allow Renfrewshire Council and partners to underpin an area-based approach to heat and energy efficiency planning and delivery	31 December 2023

Delivering the Council Plan - GREEN

Performance Indicators	Frequency	2020/21 Value	Last Update	Latest Value	2022/23 Target
Street Cleanliness Score - % of areas assessed as clean	Annual LGBF	93.6%	2021/22	89.6%	92%
Performance Indicators	Frequency	2021	Last Update	Latest Value	2023 Target
% of Household Waste Recycled	Quarterly	51.7%	2022	53.7%	55%
% of Household waste collected which is landfilled	Annual	8.2%	2022	2.3%	2%
Performance Indicators	Frequency	2021/22 Value	Last Update	Latest Value	2023/24 Target
Amount of CO ₂ emitted by the public vehicle fleet	Quarterly	3223	2022/23	3267	3000
% of the vehicle fleet which uses alternative fuels, such as electricity	Quarterly	25%	2022/23	25%	25%
% of bins uplifted first time	Quarterly	99.8%	2022/23	99.8%	99.9%
Reduce the amount of CO ₂ emitted from public space lighting	Annual	1,246	2022/23	1138	1100

Delivering the Council Plan – LIVING OUR VALUES

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

Delivering the Council Plan – LIVING OUR VALUES

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

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Latest Update	Latest Value	2023/24 Target
Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarterly	This is a new indicator for 2023/24 covering the new service			
% of members enquiries completed within timescale	Quarterly	N/A	2022/23	92.6%	90%
% of front line resolutions dealt with within timescale	Quarterly	N/A	2022/23	82.5%	85%
% of complaint investigations completed within timescale	Quarterly	N/A	2022/23	91.6%	85%
% of FOI requests completed within timescale	Quarterly	N/A	2022/23	97.7%	100%
Complete Inspection process for all headstones and burial grounds	Annual	38%	2022/23	85%	100%

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

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

What will we do?	What difference will we make?	When will we do it by?
EH&I will work towards keeping The Promise	By creating a team of Promise keepers we will ensure that care experienced children and young people grow up loved, safe and respected	31 March 2024
Develop a Play Parks Strategy	Improving access and facilities to play parks for children, families and communities	31 March 2024

Environment, Housing & Infrastructure

Service Improvement Plan 2023 – 26



Renfrewshire
Council