

**To: Finance, Resources and Customer Services Policy Board**

**On: 8 June 2023**

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

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

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**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.
  - 1.2 A mid-year progress update on the Service Improvement Plan was submitted to the Finance, Resources and Customer Services Policy Board in November 2022.
  - 1.3 This outturn report, attached in Appendix 1, is presented to the Finance, Resources and Customer Services Policy Board for noting of the areas within this Board's remit only. The plan and covering report will also be submitted to the Infrastructure, Land and Environment Policy Board for the areas within that Board's remit.
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## **2. Recommendations**

It is recommended that the Finance, Resources and Customer Services Policy Board:

- 2.1 Notes the progress made in delivering 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.

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## **3. Background**

- 3.1 Environment & Infrastructure has remained aspirational throughout 2022/23 continuing to implement improvement through the service priorities, key tasks, actions and performance indicators.
- 3.2 This Service Improvement Plan outturn report for Environment & Infrastructure covers the year 2022/23. The priority actions set out in the attached Service Improvement Plan Outturn report (Appendix 1) detail the outcome of specific actions the service has progressed. These have and continue to be in support of the Council's immediate priorities and future direction, helping deliver improved outcomes for Renfrewshire's communities.

## **4. Key Achievements 2022/23**

- 4.1 Despite the challenging financial operating environment, the service has been able to deliver its services and a wide range of achievements across the service.
- 4.2 A more detailed picture of achievements is included in the Service Improvement Plan outturn is appended to this report. The achievements relevant to the remit of this Board include:

### **4.2.1 Strategic Outcome 1: Place**

#### **Building Services**

Building Services continues to work with colleagues in Communities and Housing to provide a full repairs and emergency service to the council house residents of Renfrewshire.

#### **Support Services**

Support Services continue to work with all sectors across the wider Renfrewshire corporate estate and carry out repairs and compliance checks across all of Renfrewshire's Public Buildings. The COVID-19 catch up programme is almost complete with the service returning to business as usual.

#### 4.2.2 Council Plan Strategic Outcome 2: Economy

**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:

- Soft FM have been working with Project Search and provided placements for 3 students across the service.
- One of the Project Search students completed a second 10-week work experience and is now actively looking for permanent employment.
- An apprentice taken on in 21/22 has successfully progressed to full time employment within the service.
- One apprentice was taken on during 22/23.
- Building Services has recruited and started 3 youth apprentices.
- Support Service has recruited a clerical/admin apprentice.

#### 4.2.3 Council Plan Strategic Outcome 3: Fair

##### **School Meals**

- The expansion of the universal school meal provision was extended in August 2022 and now includes all pupils in P1 – P5 and all pupils in ASN schools.
- Capital funding has been invested in expansion of school kitchen facilities. An additional 13 cooking kitchens in schools and established kitchens have been modernised by upgrading/replacing equipment.
- The Soft FM service serves approximately 8,500 healthy school meals every day that are fully compliant with the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020.

##### **Street Stuff**

Working alongside Street Stuff, evening meals have been provided 6 days a week since November 2022 to over 200 residents throughout Renfrewshire.

##### **Period Products (Free provision) (Scotland) Bill**

Free sanitary products have been made readily available in Renfrewshire's schools. The service has also been working with schools to promote the use of more environmentally friendly and re-usable products.

#### 4.2.4 Council Plan Strategic Outcome 4: Green

**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.

#### **4.2.5 Council Plan Strategic Outcome 5: Living our values**

**Better use of technology** – The service has developed and expanded the use of digital technology in 2022/23.

Continued development and focus on data analytics and performance information has been used to enhance service management information and encourage service improvement.

#### **4.2.6 Council Plan Strategic Outcome 6: Improving Outcomes for Children and Families**

Over 1,300 responses have been received from a survey sent to parents and pupils for feedback on menus. There has been positive feedback to the new menu resulting in the recent increase in uptake. Taster sessions were organised with schools and engagement with schools on an individual basis to focus on uptake, is ongoing.

Together with Children's Services, evening cooking classes have been taking place in Primary schools. Children learn about food hygiene, kitchen safety, food regulations and allergies through the opportunity to cook healthy meals.

### **5. Monitoring progress**

#### **5.1 Areas where actions have been reviewed or delayed**

- **Work Hub**

Work to fully implement and integrate the Work Hub system remains on-going. Manual financial transactions were completed for the end of the 2022/23 financial year and the Service remains in discussions with the supplier to try and ensure full automation of the job management system.

5.2 The remaining actions have been progressing in line with anticipated timescales.

#### **6. Progress against service scorecard**

6.1 The performance scorecard contains 11 indicators. 7 are performing strongly, 3 are slightly short of target and need monitoring and one value remains to be confirmed.

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

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

- Uptake of free school meals in Primary schools was 53.4%, exceeding the target of 52%.

- Uptake of free school meals in secondary schools also exceeded the target of 35%. 39.1% of secondary school pupils eligible for a free school meal benefited from the provision in 2022/23.
- Elected Member enquiry response rate of 92.6% continues to exceed the current 85% target;
- Frontline resolutions response rate of 87% exceeds the 85% target for 2022/23;
- Complaint investigation response rate of 93% exceeds the 85% target.
- Scrutiny of complaints data and performance is a key priority for the service. This focus continues to have a positive impact with response rates improving.

6.5 A few of the performance indicators are currently unavailable in the service scorecard and require monitoring:

- % of Overall repairs completed within time by Building Services.
- Average length of time taken to complete non-emergency repairs
- Percentage of compliance tasks undertaken per year – statutory compliance for public buildings
- Average number of work-days lost through sickness absence per employee (days lost) (cumulative)

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## 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** – As detailed in the report.
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

**8. Health & Safety** – none

**9. Procurement** – none.

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

**11. Privacy Impact** - none

**12. COSLA Policy Position** – none.

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

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**List of Background Papers:** Service Improvement Plan 2022/23 – 2025/26

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## Actions 2022-25












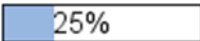


Status	
	Cancelled
	Delayed
	In Progress
	Completed

Priority Action: Place			Actions		
Code	Action	Status	Progress	Due Date	Update
01	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire		<div><div>100%</div></div>	31-Mar-2023	Building Services continues to work with colleagues in Communities and Housing to provide a full repairs and emergency service to the council house residents of Renfrewshire.
02	Continuing to deliver compliance services to public buildings in Renfrewshire including schools		<div><div>100%</div></div>	31-Mar-2023	Support Services continues to work with all sectors across the wider Renfrewshire corporate estate and carry out repairs and compliance checks across all of Renfrewshire's Public Buildings. The COVID-19 catch up programme is almost complete with the service returning to business as usual. Compliance and compliance follow-ons will continue to be the priority and general repairs carried out within budget limitations.

**Priority Action: Economy****Actions**


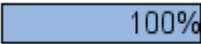






Code	Action	Status	Progress	Due Date	Update
01	Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire		 100%	31-Mar-2023	<p>Work is ongoing across to ensure the service provides employment, training and apprenticeship opportunities:</p> <ul style="list-style-type: none"><li>- Soft FM has been working with Project Search and has provided 10-week work experience placements for 3 students across the service.</li><li>- One of the Project Search students who completed a second 10-week work experience is now actively looking for permanent employment.</li><li>- The apprentice taken on in 2021/22 successfully progressed to full time employment within the service.</li><li>- 1 apprentice was taken on during 2022/23.</li><li>- In August 2022, Building Services recruited 3 youth apprentices from within the Renfrewshire area and one adult within the Council workforce.</li><li>- Support Service recruited a clerical/admin apprentice.</li></ul>

Priority Action: Fair				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		 100%	31-Mar-2023	All school menus are analysed and are fully compliant with the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020. The Soft FM service serves approximately 8,500 healthy school meals every day.
02	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		 100%	31-Mar-2023	<p>The service has been working closely with colleagues from the Communities and Housing Service to deliver targeted provision of accessible activities, childcare and food for primary school children from low-income families.</p> <p>Since November 2022, working alongside Street Stuff, evening meals now provided 6 days a week to over 200 residents throughout Renfrewshire.</p>
03	Deliver the expansion of free school meals to all P1 – P5 children and to all ASN pupils		 100%	31-Aug-2022	The expansion of the universal school meal provision was extended in August 2022 and now includes all pupils in P1 – P5 and all pupils in ASN schools.

Priority Action: Fair				Actions	
Code	Action	Status	Progress	Due Date	Update
04	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.			31-Aug-2022	The service has established interim working arrangements to ensure the ongoing delivery of this service. This involves preparing and cooking additional meals from a number of school kitchens across the school estate. Meals are then delivered to those schools which do not have the facilities to cook onsite.
05	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			31-Mar-2026	Capital funding for 2022-23 was received and has resulted in an additional 13 cooking kitchens in schools. Established kitchens have been modernised by upgrading/replacing equipment. A further 3 kitchens are being fully refurbished and will be functional by October 2023.
06	Continue to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the <a href="#">Period Products (Free Provision) (Scotland) Bill</a>			31-Mar-2023	The Period Products (Free Provision) (Scotland) Act 2021 has been in force since 15th August 2022. The Soft FM service continues to work with colleagues across the authority to ensure that free sanitary products are always available in Renfrewshire's schools. The service has worked with schools to promote the use of more environmentally friendly and re-usable products.









## Priority Action: Living our Values

## Actions





Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance, health and wellbeing		 100%	31-Mar-2023	<p>Absence management has been a key focus for the service during 2022/23. The service has also invested in mental health first aid training and the creation of mental health champions.</p> <p>Environment &amp; Infrastructure continues to support delivery of the Corporate Health and Well Being Strategy.</p>
02	Implement the Council's People's Strategy		 100%	31-Mar-2023	Environment & Infrastructure supported the development of this key Council priority.
03	Active participation in Council's Right for Renfrewshire Transformational Programme		 100%	31-Mar-2023	Operations & Infrastructure is participating in service reviews as part of the Right for Renfrewshire transformation programme. The service has been fully engaged in supporting the Council's strategy for financial sustainability through the portfolio approach which will be delivered alongside the main transformation programme and reviews undertaken by individual services.
04	Better use of data and technology to improve services performance and delivery		 100%	31-Mar-2023	The use of data analytics and technology developments has continued, throughout 2022/23, to

## Priority Action: Living our Values

## Actions

Code	Action	Status	Progress	Due Date	Update
					be employed to support service improvement across each service area.
05	Provide an integrated FM service across the Council for public building and housing repairs and compliance		 90%	31-Mar-2023	Close working relationships established to ensure an Integrated FM service across public building and housing repairs and compliance. Work underway for Property Services to be realigned and brought into the Service in mid-2023. Regular scheduled meetings in place between management and staff across all facilities management teams to ensure integrated work.
06	Support the Council to implement the Business World system		 100%	31-Mar-2023	Environment & Infrastructure has continued to participate and engage in the implementation of Business World.
07	Embed new approaches to staff communication and engagement across all areas of the service		 100%	31-Mar-2023	A review of the approach to staff engagement and enhanced staff panels has been ongoing throughout 2022/23.
08	Ensure robust and up to date business continuity arrangements are in place		 100%	31-Mar-2023	The Environment & Infrastructure, Resilience Management Team continue to hold quarterly meetings, to review recent incidents and lessons learned, business continuity exercises and any training required, throughout 2022/23.

**Priority Action: Living our Values****Actions**






Code	Action	Status	Progress	Due Date	Update
09	Review Health & Safety and Risk Assessments		 100%	31-Mar-2023	The review of Health & Safety and Risk Assessments process is complete, adopted and is being rolled out across the service.
10	Ensure robust financial monitoring is in place to support the COVID-19 recovery		 100%	31-Mar-2023	The Senior Leadership Team and service managers met on a period-by-period basis with finance colleagues to monitor budgets and to ensure the service was provided with the most up to date information to ensure robust financial systems were in place to support the service.




## Priority Action: Improving Outcomes for Children and Families



## Actions



Code	Action	Status	Progress	Due Date	Update
01	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus			31-Mar-2023	<p>Work is ongoing to meet with pupil groups to encourage participation around the creation of new school menus. This also provides opportunity to provide further explanation of the Nutritional Guidelines. A new Menu and Nutrition Officer has been appointed and this will be a main priority of their role. Sampling session are being planned now that face to face parents' evenings are recommencing.</p> <p>Surveys were sent to parents and pupils for feedback on menus and received over 1300 responses. New menu options have been created and taster sessions carried out in schools for further input. New menu being implemented in June 2023.</p> <p>Together with Children's Services, evening cooking classes are taking place in Primary schools. The children get the opportunity to cook healthy meals and learn about food hygiene, kitchen safety, food regulations and allergies.</p>



## Scorecard



PI Status			
	Alert		Unknown
	Warning		Data Only
	OK		





Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Priority Theme: Place										Performance Indicators
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	% of reported street lighting faults which were attended within the 7-day timescale		98%	95%	99.9%	95%	99.2%	95%	N/A	During 2022/23, 99.2% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
02	% of Overall repairs completed within time by building services		95%	95%	93.6%	95%	Not currently available	80%	90%	Work continues with regards to the new information management system. Therefore, whilst easily accessible, reliable information isn't currently provided for this update for two Building Services' indicators.

Priority Theme: Place							Performance Indicators			
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
03	average length of time taken to complete non-emergency repairs – public buildings		10.7	15	17.24	15	Not currently available	15	15	Phase 1 of the new system was almost complete before issues raised by supplier. Discussions with the supplier remains on-going to try and ensure full automation of the job management system.
04	% of compliance tasks undertaken per year – Statutory compliance for public buildings		77%	90%	72%	90%	82%	80%	90%	<p>Compliance of tasks undertaken for statutory compliance in public buildings is performing at 82%. This is above the annual target of 80%.</p> <p>The service continues to meet statutory requirements for planned preventative maintenance using Building Services and contractors to undertake work. Regular meetings with contractors to challenge poor performance and ensure programmes are on-target.</p> <p>Recruitment exercise undertaken to replace Facilities Manager position to again strengthen the team and ensure full compliance wherever possible.</p>

Priority Theme: Fair										Performance Indicators
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	% uptake of free school meals in primary schools		47.2%	75%	49.3%	75%	53.4%	52%	60%	Uptake of free school meals in both primary and secondaries saw improvements in performance compared to the previous financial year. Primaries rising from 49.3% to 53.4% in 2022/23. This is above the target of 52%. Secondary performance increased from 32.3% to 39.1% (above the target of 35%) in the same time period.  There has been positive feedback to the new menu resulting in the recent increase in uptake. Taster sessions were organised with schools and engagement with schools on an individual basis to focus on uptake, is ongoing.
02	% uptake of free school meals in secondary schools		49.6%	49%	32.3%	49%	39.1%	35%	42%	

Priority Theme: Living Our Values							Performance Indicators			
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
01	Average number of work days lost through sickness absence per employee (FTE) (cumulative)		17.02	13.7	15.5	13.7	11.2 (to quarter 3)	13.7	13.7	<p>Data only available up until 31 December 2022 (end of Quarter 3).</p> <p>In Q1 the average number of work-days lost per FTE was 3.5, meeting the quarter 1 target of 3.5.</p> <p>In Q2 the average number of work-days lost per FTE was 3.6 which exceeded the quarter 2 target of 3.</p> <p>In Q3 the average number of work-days lost per FTE was 4.1 which exceeded the quarter 3 target of 3.7.</p> <p>Q4 figures have not yet been finalised.</p>
02	% of members enquiries completed within timescale by E&I		86.4%	85%	86.7%	85%	92.6%	85%	85%	<p>Scrutiny of complaints data and performance is a key priority for the service and continues to be carried out on a regular basis at management team meetings. It and has been supported by improvements in both data analytics and access to management information. This investment and focus has had a positive impact with response rates improving.</p> <p>Environment &amp; Infrastructure received 5,282 members enquiries in 2022/23, of which 92.6% were responded to within timescale.</p> <p>Environment &amp; Infrastructure dealt with 349 Freedom of Information requests in 2022/23, of which 343 (98.5%) were responded to within</p>
03	% of FOI requests completed within timescale by E&I		96%	100%	99%	100%	98.5%	100%	100%	
04	% of front line resolutions dealt		75%	100%	80.8%	85%	87%	85%	85%	

Priority Theme: Living Our Values							Performance Indicators			
Code	Performance Indicator	Current Status	2020/21		2021/22		2022/23		2023/24	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	
	with within timescale by E&I									<p>timescale. 117 of these requests were cross departmental and 232 were departmental.</p> <p>Environment &amp; Infrastructure received 6,025 front line resolutions in 2022/23, of which 87% were responded to within timescale.</p>
05	% of complaint investigations completed within timescale by E&I	✓	58%	95%	64.8%	95%	93%	85%	85%	In 2022/23, the service dealt with 433 complaint investigations, 93% of which were dealt with within the agreed timescale.