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

**On: 23 November 2023**

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

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**Heading: Environment, Housing & Infrastructure Services - Service Improvement Plan 2023-26 Mid-Year Monitoring Report**

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## **1. Summary**

- 1.1 The Environment, Housing & Infrastructure Services Service Improvement Plan 2023-26 was approved by the Finance, Resources and Customer Services Policy Board on 8 June 2023. The plan sets out the priorities for the development of the service over a three-year period.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction of the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan.
- 1.3 The Service Improvement Plan sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured. These reflect the priority themes of the new Council Plan which was approved by Council on 29 September 2022.
- 1.4 This report contains details of Environment, Housing & Infrastructure Services performance and achievements over the period 1 April 2023 to 30 September 2023. The main purpose of the report is to provide:
- details of the key achievements of the service over the period;

- an update on changes made to the action plan and scorecard to reflect the new Council Plan themes;
  - a progress update on implementing the action plan linked to the 2023-26 Service Improvement Plan;
  - an assessment of performance in relation to the service scorecard of core performance indicators; and
  - an overview of priorities for the service over the next six months.
- 1.5 Over the past six months, the service has made good progress in delivering positive outcomes for Renfrewshire and its residents. This includes through the actions within the Service Improvement Plan and also other areas of activity which did not form part of the Service Improvement Plan actions which have subsequently arisen over the first six months of 2023/24.
- 1.6 To compliment the six-monthly update on the Service Improvement Plan, a Service Update report will be presented to each cycle of the Finance, Resources and Customer Services Policy Board. This report will provide an overview of key service activities, an operational performance update on the services and key projects and updates on any other relevant changes to service areas covered within the remit of the Board.
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## **2. Recommendations**

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

- 2.1 The contents of this report;
- 2.2 The progress to date on delivering the actions contained within the Environment, Housing & Infrastructure Services - Service Improvement Plan;
- 2.3 The current performance of the service as measured by the scorecard indicators.
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## **3. Background**

- 3.1 The new Environment, Housing & Infrastructure Services came into effect at the beginning of April 2023, bringing together colleagues in Housing Services and Public Protection together with the teams in what was Environment & Infrastructure.
- 3.2 The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking

account of Community Planning themes and Council priorities as set out in the new Council Plan. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

- 3.3 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendix to the plan contains an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2023-26 plan.
- 3.4 Section 4 of this report provides a note on the new Council Plan to cover the term of this administration. Section 5 gives details of service activity and achievements over the period April-September 2023. Section 6 discusses actions delayed since the Service Improvement Plan was approved. Section 7 provides a narrative on performance against the scorecard included as appendix 1. And section 8 of the report highlights the main priorities of the service over the next six months.
- 3.5 An outturn report detailing full-year performance will be brought before this board in spring 2024.

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#### **4. New Council Plan**

- 4.1 In September 2022, Council approved a new Council Plan, which sets out our strategic priorities under five themes – **Place, Economy, Fair, Green, Living our Values**. It also has a cross-cutting theme reflecting the importance of delivering the best possible start for children in Renfrewshire.
- 4.2 The Council Plan recognises the financial challenge that Renfrewshire, like all local authorities, currently faces. Despite the scale of the challenge, Council remains committed to building on the many strengths of our communities and our resources, and delivering strong universal services that support everyone to live well and embrace opportunities.
- 4.3 The scale of the challenge has been set out for elected members and the public through a series of reports to Council, and officers will continue to provide regular updates in this way. In order to address this, Council agreed in June 2022 to a portfolio of financial sustainability work to be delivered alongside the main transformation programme and reviews undertaken by individual services. The outcomes of this work will be reflected in future Service Improvement Plans as well as the Council Plan.

- 4.4 The direction of the Council over the next five years will be driven by our five key themes:
- We will encourage kind and connected communities where citizens take pride in the **place** they live
  - We will support a strong and flexible local **economy**
  - We want Renfrewshire to be a **fair** place, where people feel safe, supported and empowered
  - We will work towards a **greener** future
  - As an organisation, we will be driven by our **values**, to be fair, helpful, collaborative and value learning.
- 4.5 Cutting across all of this is our wish for all of Renfrewshire's children to have loving, happy lives where everyone can enjoy the same opportunities and where wellbeing is nurtured.
- 4.6 In the Service Improvement Plan presented to this Board in June 2023, actions and performance indicators were set out under all 5 key themes and the cross-cutting theme to improve outcomes for children and families. The full update on all actions and performance indicators is attached as appendix 1.

## **5. Service Update and Key Achievements April-September 2023**

### **Key Achievements**

Environment, Housing & Infrastructure continues to deliver essential frontline services across Renfrewshire. Key achievements for Environment, Housing & Infrastructure under the remit of the Finance, Resources and Customer Services Policy Board are detailed throughout the action plan and performance indicators in the appendix.

## **6. Areas where actions have been delayed**

- 6.1 Actions where there has been no progress has been in relation to the new duties and legislation regarding the further expansion of free school meals to all P6/P7 pupils. This action will be progressed once there is confirmation of implementation and updates will be provided to this board accordingly.

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

- 7.1 Environment, Housing & Infrastructure Services has 10 performance indicators in its current scorecard within the remit of this policy board. Of these, 8 are reported quarterly and 2 are reported annually. This appendix report contains data pertaining to quarter 1 and quarter 2 for reference and annual figures for 2022/23.

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

- Continue to progress the Strategic Property Review and deliver the next steps as outlined in previous reports to the Infrastructure, Land and Environment Policy Board.
  - Renfrewshire's focus on the journey to Net Zero is supported by efforts in Facilities Management and Property services.
  - Continue to invest in Renfrewshire residents through the apprenticeship opportunities across Facilities Management.
  - Complete the four kitchen redesigns to increase capacity to provide healthy, nutritious meals to school pupils in Renfrewshire.
  - Engage with parents, pupils and teachers to gather feedback to improve and develop the school dining experience.
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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** – 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 Change** – A section of the actions and performance indicators within the SIP covers the 'Green' theme of Renfrewshire's Council Plan which highlights activities across the Council to tackle climate change.
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**List of Background Papers:** Finance, Resources and Customer Services Policy  
Board 8 June 2023 Item 10 - Environment & Infrastructure Service  
Improvement Plan 2022/23-2023/24 Outturn Report

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# Environment, Housing & Infrastructure

Service Improvement Plan 2023 - 26

Six-monthly progress update

November 2023

We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**



Renfrewshire  
Council

# Welcome to our six-monthly update

- This update reflects on the first six months of our Service Improvement Plan, highlighting areas where we are already making progress and some areas we want to focus on more, perhaps because performance isn't moving in the direction we anticipated or because of other pressures or factors that makes this even more of a priority for us.
- The following pages shine a spotlight on some great projects or practice and highlight areas where we'd like to improve or develop further. At a service level, there is a stronger focus on some of the Council Plan Strategic Outcomes than others. Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- We report on 10 performance indicators, 2 which are reported annually and 8 reported quarterly. Our annual indicators are based on data that is one-year behind, owing to having no more recent comparable information. This will be updated as comprehensive data becomes available through subsequent data collections.

# About us

This update covers the Environment, Housing and Infrastructure service areas within the remit of the Finance, Resources and Customer Services Policy Board. These are:

**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.



# Delivering the Council Plan

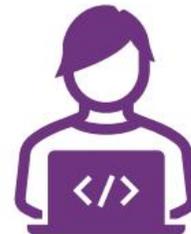
**Place:** Partnership working informs the facilities management provision across new developments.

The delivery and turnaround of void properties review continues to work towards returning properties to the letting pool as soon as possible.

The Strategic Property review across the Council estate is progressing well.



**Economy:** Environment, Housing & Infrastructure continue to provide apprenticeship and trainee opportunities across services, encouraging positive destinations.



**Green:** Renfrewshire's focus on the journey to Net Zero is supported by efforts in Facilities Management and Property services.



# Delivering the Council Plan - Place

## Achievements:

- The percentage of compliance tasks for public buildings is trending to meet the 90% target.
- The Strategic Property review continues to progress. A large amount of work undertaken to relocate staff from Abbey House to Renfrewshire House between November 2023 and January 2024 thus ending the lease. Next steps, outlined in a report to the Infrastructure, Land and Environment Policy Board are being undertaken.

## Areas for improvement and development:

- Review of the voids process continues in partnership with consultants to improve and minimise the time taken to turnaround properties and release back to the letting pool.



# Delivering the Council Plan - Economy

## Achievements:

- Employment, training and apprenticeship opportunities are positively received in identified groups of young people in Renfrewshire.
- Building Services have successfully recruited and started 3 youth apprentices and one adult apprentice from within the Renfrewshire area.



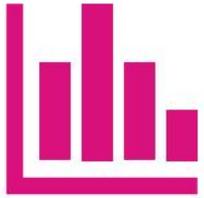
# Delivering the Council Plan - Fair

## Achievements:

- Provision of healthy meals to meet the requirements of the Nutritional Requirements of the Food and Drink in Schools (Scotland) Regulations 2020 are being delivered through new three weekly menus in primary and secondary schools.
- Full redesign of kitchen facilities in Mossvale/St James', Barsail and Bushes Primary schools are continuing.



# Living our Values: making a difference together



Performance and management processes continue to provide focus on analysis and improvement. Work continues to develop the depth and breadth of content to continue to provide robust data led intelligence to shape future service delivery.



We are focusing on understanding the impact of trauma and reflecting our learning in how we deliver our services, alongside the language we use to help tackle stigma.



89% of frontline resolutions responded to within agreed timescales



95% of complaints investigations resolved within agreed timescales



99% of Freedom of Information requests were responded to on time

# 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 our Council Plan contributes to improving the lives of Renfrewshire's children and their families.

## Achievements:

- Environment, Housing & Infrastructure supports the work to promote The Promise to help ensure that care experienced children and young people grow up loved, safe and respected.
- Facilities Management continue to focus on getting it right for children, families and communities through the delivery of a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus.



# Actions and indicators

Full list

November 2023

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# Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
<p>Work with colleagues to advise on facilities management requirements at new developments e.g. Paisley Grammar and the handover of upgraded properties e.g. Paisley Town Hall</p>	<p>31 December 2025</p>		<p>Officers attended 'Design Sprint' with Ryder architects – covered waste strategies, kitchen design, building management systems. Actions to take forward and go back with Project Managers within Property Services.</p> <p>FM Strategy Development Workshop underway, with Officers from Facilities and Property Services involved alongside other partners.</p> <p>Work continues on the handover of new buildings to ensure that statutory checks and repairs and maintenance will be undertaken.</p>
<p>As part of the new Department, Officers will work together to review the delivery and turnaround of void properties across Renfrewshire to minimise times, wherever possible, to allow properties to be re-let.</p>	<p>31 March 2024</p>		<p>Savills have completed the first report on the void end to end process and are now looking to explore each area across the void process more closely. Areas for improvement have been put forward as part of this review these include pre termination visits and the allocation process.</p> <p>Building Services are working closely with Savills and have provided information and site visits to void properties to help with the understanding of voids processes.</p>

# Delivering the Council Plan – Place

What we will do	Due Date	Status	Progress update
Review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools	31 March 2024		<p>The 5-year building condition surveys of the education estate are currently being undertaken. The resulting reports and partnership working with other Council teams will inform the strategy and proactive planning across public buildings.</p> <p>Work continues by Officers to ensure statutory compliance across the public building portfolio.</p>
Continue to review and deliver an electronic job management and stores system.	31 March 2024		<p>Building Services are working with the current hybrid system and are planning to increase the electronic diary management.</p> <p>Reports on time and materials have been developed and checked for robustness via the lead Financial Partner.</p>
Lead and drive the Strategic Property Review across Renfrewshire Council's estate.	31 March 2024		<p>Work has been undertaken to collect and assess data for the Council portfolio. This has included staff resource/energy and usage.</p> <p>Visits to gather further information on Community Halls and Self Managed Halls has been undertaken</p> <p>An update report on the Strategic Property Review was taken to the Infrastructure, Land and Environment Policy Board on 26 May 2023 to outline progress and next steps.</p> <p>Officers working to remove Renfrewshire Council from leases (where possible and cost effective) and to consolidate staff into other buildings e.g. Renfrewshire House. In particular, the lease for Abbey House will end in January 2024 with HSCP and Social Work staff being relocated to Renfrewshire House from November 2023.</p>

# Delivering the Council Plan – Place

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1	Q2	2023/24	Explanation of performance
				Value	Target	Value	Target	Value	Value	Target	
% of Overall repairs completed within time by building services				93.6%	95%	N/A	80%	N/A	N/A	80%	Reports are being developed and tested for accuracy for all categories of work.
Average length of time taken to complete non-emergency repairs – public buildings (days)				17.2	15	N/A	15	N/A	N/A	15	Reports are being developed and tested for accuracy for all Public Building Repairs.
% of compliance tasks undertaken per year – Statutory compliance for public buildings				72%	80%	82%	80%	90%		90%	Overall performance continues to meet 90% target however on-going governance is required to ensure this trend remains. To help deliver this, and to drive contractor performance and best practice, officers continue to hold regular contractor review meetings to ensure planned tasks are met and certification is issued timely.

# Delivering the Council Plan – Economy

What we will do	Due Date	Status	Progress update
Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire	31 March 2024		<p>Building Services have successfully recruited and started 3 youth apprentices and one adult apprentice from within the Renfrewshire area.</p> <p>Modern Apprentice in Operational Support Team completed Apprenticeship and secured a permanent position in September 2023. Working with Invest to provide Traineeship opportunities to get parents back to work. 8 candidates started on 26 September 2023 for 26 weeks work experience.</p>

# Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
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 March 2024		<p>The service launched new 3 weekly menu in High schools on 21 August 2023.</p> <p>The provision of a free snack to all children was trialled in 4 schools, and has been noted to be very successful. Discussions are on-going about the potential to extend and the costs involved.</p>
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	31 March 2024		<p>This partnership programme is ongoing across school holiday periods.</p>
Work with the Scottish Government to continue 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 March 2024		<p>The capital costs for any expansion are still being discussed with the Scottish Government as they would fund these works. Some upgrade works have already been planned for as part of the initial tranche of capital funding. The Scottish Government continues to review the expansion and has paused this at the current time.</p> <p>Revenue costs for the expansion relating to food and staff has been reported to a previous Finance, Resources and Customer Services Policy Board.</p>

# Delivering the Council Plan – Fair

What we will do	Due Date	Status	Progress update
Deliver the capital investment of £867k across 3 primary schools in Renfrewshire to allow fully equipped cooking kitchens to be put in place.	31 March 2024		Work continues on the full redesign of kitchen facilities in Mossvale/St James, Barsail & Bushes Primary Schools. All will be operational by the end of 2023.

# Delivering the Council Plan – Fair

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1	Q2	2023/24	Explanation of performance
				Value	Target	Value	Target	Value	Value	Target	
% uptake of free school meals in primary schools	TBC	TBC	TBC	49.3%	75%	53.4%	52%	51.6%	TBC	60%	TBC
% uptake of free school meals in secondary schools	TBC	TBC	TBC	32.3%	49%	39.1%	35%	TBC	TBC	42%	TBC

# Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Provide our employees with the appropriate support to manage their attendance, health and wellbeing	31 March 2024		<p>Nine managers have been trained in Mental Health First Aid. Two officers are members of the Health and Wellbeing forum. This forum looks at various ways to support employees health and wellbeing across all service areas.</p> <p>Various topics are discussed including menopause and mental health walking groups have been established.</p> <p>The Soft FM team continue to work on how best to get information onto sites. Consideration is being given to the use of poster frames and the most suitable locations to enable people to privately take note of support available for sensitive information or issues.</p>
Implement the next phase of transformation as part of Right for Renfrewshire ( <b>Council Plan</b> )	31 March 2024		<p>Work on the Right for Renfrewshire transformational change programme continues in Facilities Management.</p> <p>Work has started on the review of Community Lets across Renfrewshire. Lets had previously been rationalised as part of the Right for Renfrewshire programme i.e. move lets to buildings that are open longer. However, there needs to be a full review of the procedures to ensure they continue to work and discussions have started between Renfrewshire Council and OneRen.</p>
Better use of data and technology to improve services performance and delivery	31 March 2024		<p>Performance and Management meetings continue to provide focus for teams on the performance data and analysis presented through Power Bi and the Sharepoint website which is available to all staff. Work continues to develop the depth and breadth of content to continue to provide robust data led intelligence to shape future service delivery.</p> <p>Following successful trials and testing, the digitisation and delivery of the cleaning audits audit management system (CLAMS) will be rolled out in November and December alongside the revised cleaning specification.</p> <p>The app will be downloaded onto staff phones to facilitate digital audits of cleaning across all premises. The development of the app aligns with the British Institute of Cleaning Science system that is also online.</p>

# Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Engage and participate in trauma informed and responsive Renfrewshire programme.	31 March 2024		As part of the Trauma response the service has invested in Mental Health First Aid training. This has been provided to staff to assist in helping to deal with aspects of trauma.
Embed new approaches to staff communication and engagement across all areas of the service	31 March 2024		<p>Staff Away Days conducted in June and October have established new approaches to communicating and engaging with all managers across E,H&amp;I. Feedback from these Away Days has been used to progress and resolve some of the issues that managers face in delivering services. Links with Corporate Services like Communications, Marketing and HR will be invaluable to the continues success.</p> <p>Various styles of communication are being delivered to enhance communication across the widespread frontline staff base of Facilities Management teams with positive feedback received.</p>
Ensure robust and up to date business continuity arrangements are in place	31 March 2024		Work has been ongoing with service managers to develop refreshed Business Continuity Plans. These plans are currently undergoing testing and validation to ensure they are robust.
Embed the enquiry systems for public and elected members across Environment, Housing & Infrastructure services	31 March 2024		There has been progress made in terms of being able to report on the performance of Elected Member enquiries for EHI and this can now be done in a more joined up way. The recording and monitoring of these enquiries are continuing as they were and progress on a more joined up approach has been held up due to delays in introduction of new structure for Service Development.
Review Health & Safety and Risk Assessments	31 March 2024		An ongoing review and revision of the risk assessments across services is underway. Risk Assessments are being reviewed in line with an overarching approach to ensure staff have access to one source for the majority of tasks undertaken in specific job roles.

# Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Ensure robust financial monitoring	31 March 2024		The Senior Leadership Team and service managers continue to meet on a period by period basis with finance colleagues to monitor budgets and to ensure the service is provided with the most up to date information to ensure robust financial systems are in place to support the service.
Review and maintain continuous improvement frameworks	31 March 2024		Infrastructure & Service Development services have been successfully re-accredited through strategic review for the next three years of accreditation to the ISO9001 Quality Management Systems standard.
Support the Council in developing New Ways of Working <b>(Council Plan)</b>	31 March 2024		<p>A lot of work and preparation on the New Ways of Working has been undertaken with an initial focus on Renfrewshire House as the Council headquarters.</p> <p>This has included setting up cross service Operational and Strategic Groups.</p> <p>Officers procured a space planner to assist with the design of offices and work will be undertaken in the final 6 months of 23/24 to relocate and join teams, add meeting/collaboration space and look to relocate staff from Abbey House into Renfrewshire House.</p> <p>Pilots of soundproof pods, new ICT meeting equipment, headphones and break out areas have been undertaken and reviewed.</p> <p>The work has been undertaken to give the flexibility for staff to continue to work in a hybrid model (wherever possible) and therefore rationalise the number of desks for each team. Work has also been undertaken to understand leases and assess if other organisations eg, RVJB could be located in Renfrewshire House.</p>

# Delivering the Council Plan – Living our Values

What we will do	Due Date	Status	Progress update
Develop and undertake a Strategic Property Review of Council operational, non-operational and surplus assets ( <b>Council Plan</b> )	31 March 2024		<p>Work has been undertaken to collect and assess data for the Council portfolio. This has included staff resource/energy and usage.</p> <p>Visits to gather further information on Community Halls and Self Managed Halls has been undertaken</p> <p>An update report on the Strategic Property Review was taken to the Infrastructure, Land and Environment Policy Board on 26 May 2023 to outline progress and next steps.</p> <p>Officers working to remove Renfrewshire Council from leases (where possible and cost effective) and to consolidate staff into other buildings e.g. Renfrewshire House. In particular, the lease for Abbey House will end in January 2024 with HSCP and Social Work staff being relocated to Renfrewshire House from November 2023.</p>

# Delivering the Council Plan – Living our Values

Indicator	Current Status	Short term trend	Long term trend	2021/22		2022/23		Q1	Q2	2023/24	Explanation of performance
				Value	Target	Value	Target	Value	Value	Target	
Average number of work days lost through sickness absence per employee (FTE) (cumulative)				This is a new indicator in 2023/24 covering new service				3.5 days	N/A	Awaiting HR target info	In Q1, the average number of work-days lost per FTE was 3.5.
% of members enquiries completed within timescale by E,H&I				87%	85%	93%	85%	91%	92%	85%	2021/22 and 2022/23 data reflects the services of E,H&I excluding Housing, Community Safety and Regulatory Services which were reported to the Communities and Housing Policy Board.  <b>Member Enquiries</b> – in the first 6 months of 2023/24, 92% of member enquiries were responded to within timescale, this is above the 85% target. 2,498 enquires were received compared to 2,182 last year.  <b>Frontline Resolutions</b> – Of the 4,646 enquiries received in the first 6 months, 89% have been responded to on time.  <b>Investigations</b> – 95% of 255 complaint investigations received have been responded to on time.
% of FOI requests completed within timescale by E,H&I				96%	100%	100%	100%	100%	99%	100%	
% of front-line resolutions dealt with within timescale by E,H&I				81%	85%	87%	85%	88%	89%	85%	
% of complaint investigations completed within timescale by E,H&I				65%	95%	93%	85%	95%	95%	85%	

# Delivering the Council Plan – Cross Cutting Theme -

What we will do	Due Date	Status	Progress update
EH&I will work towards keeping The Promise	31 March 2024		Service Areas have been liaising with the Council's Promise lead officer to ensure the service is supporting The Promise.
Deliver a programme of engagement with schools, parents, and pupils, encouraging participation in the development of school meal menus	31 March 2024		<p>Officers continually liaise with schools, in particular Head Teachers to understand what is working well (or not so well). Where feedback is received, this is actioned - this has been the case with parts of the new menu which have been changed following feedback.</p> <p>Facilities Managers continue to visit all schools to meet Head Teachers and discuss any issues.</p>



# Environment, Housing & Infrastructure

Service Improvement Plan 2023 - 26  
Six-monthly progress update  
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