

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

**On: 13 June 2024**

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

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**Heading: Environment, Housing and Infrastructure - 2024-2027 Service Improvement Plan**

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## **1. Summary**

- 1.1 The Service Improvement Plan for Environment, Housing and Infrastructure is a three-year plan covering the period 2024-2027. 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. Following recommendations from the Council's auditors, the Council Plan priorities are being refocused, and this is reflected in Service Improvement Plans, with services reducing the number of priority areas each year. The new, more accessible, format of Service Improvement Plans, introduced in 2023-2024, has been retained.
- 1.3 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 Finance, Resources and Customer Services Policy Board in the autumn of 2024.

## **2. Recommendations**

It is recommended that the Finance, Resources and Customer Services 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 2024, with updates to the performance indicators and action plan.

## **3. Background**

- 3.1 Environment, Housing & Infrastructure delivers a wide range of vital services to the people, communities and businesses of Renfrewshire. Within the remit of the Finance, Resources and Customer Services Policy Board, this includes Corporate Asset Management including Hard and Soft FM, Property Services and Building Services.

## **4. Service Improvement Plan 2024-2025: What do we want to achieve?**

- 4.1. Council services continue to operate in a challenging context. The Council and services remain ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on delivering our priorities. The Service Improvement Plans process allows us to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.
- 4.2. Our Service Improvement Plan sets out actions for the next three years, and in 2024/25 our particular areas of focus for those areas under the remit of the board will be:
  - Lead on the “Strategic Property review” across the Council’s estate
  - Develop and focus on repairs and compliance within the Council’s property portfolio – with short, medium and long-term plans
  - Continue to develop large capital projects, including schools for Renfrewshire Council.
  - Deliver repairs and maintenance to around 12,200 Council housing properties, including re-letting/void properties and produce a robust business plan that looks at the short, medium and long term.

## 5. Monitoring progress

- 5.1 Progress on the implementation of the Service Improvement Plan is regularly monitored by the Senior Management Team and will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A mid-year review of progress will be brought to this Board in Autumn 2024 and an annual outturn report in Spring 2025.
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### Implications of the Report

1. **Financial** – This report notes the financial challenges facing the local authority and the work that will be undertaken by the service to manage this.
2. **HR & Organisational Development** – The Service Improvement Plan details several pieces of work being progressed by the People & OD team.
3. **Community/Council Planning** – Service Improvement Plans reflect the contribution of each service to the Council and Community Plans.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. The delivery of actions included in the appendix will be impact assessed where appropriate.
8. **Health & Safety** – The Service Improvement Plan includes actions relating to employee wellbeing and absence.
9. **Procurement** – The Service Improvement Plan includes actions relating to procurement activity.

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

**11. Privacy Impact** – None

**12. COSLA Policy Position** – None

**13. Climate Change** – The Service Improvement Plan includes actions and indicators under the theme “Green” demonstrating how it will contribute to Renfrewshire’s Plan for Net Zero.

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**List of Background Papers:** None

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**Author:** Gordon McNeil, Director of Environment, Housing & Infrastructure  
Email: [gordon.mcneil@renfrewshire.gov.uk](mailto:gordon.mcneil@renfrewshire.gov.uk)

# Environment, Housing & Infrastructure

Service Improvement Plan 2024 - 27



Renfrewshire  
Council

# Welcome to our Service Improvement Plan

As Director of Environment, Housing & Infrastructure, I'm delighted to introduce our new Service Improvement Plan which covers the period 2024 to 2027. 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 the people, communities and businesses 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 two years.

Although this is a challenging time for local government, we are still ambitious for Renfrewshire and our service lead on the over £100m Housing led regeneration programme, which forms part of our £400m investment in our housing stock across all of Renfrewshire over the next 30 years. We also lead on the council's Plan for Net Zero, which sets out how the area will work towards net zero by 2030. As a Council, we will play a leadership role by striving to become a net zero organisation while working closely with businesses, partners and stakeholders to make radical, but essential, changes across the whole of Renfrewshire. Environment, Housing & Infrastructure also supports strategic Council projects such as the City Deal programme, the refurbishment and new school build programmes and town centre projects including the new museum.

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

# Environment, Housing and infrastructure - 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.



**Neighbourhood Services**  
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.

- **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.
- **Operations & Service Development** responsibilities include Waste Services, Fleet & Social Transport, Neighbourhood Services, Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management, Civil Contingencies and Service Development.
- **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 and streetlighting maintenance. Support services is responsible for compliance in schools and public buildings, life cycle maintenance in schools & public buildings, PPP contract management. Property Services is a multi-disciplinary design consultancy commissioned by Council Departments to deliver projects.
- **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, and supports the council's response to migration and asylum.





# Renfrewshire Council's Service Improvement Context



# Transformation and financial sustainability

The Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 29 February 2024 suggests that Renfrewshire Council will continue to experience an extremely challenging financial outlook. Incorporating an affordable level of pay increase over the period 2024/25 to 2027/28, and a reducing level of inflation on supplies and services costs suggests that the Council is facing a £45-50 million funding gap over this period, 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;

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

**Delivering Ren Zero** embedded within financial planning

# Workforce innovation and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which was updated in 2023 with the following 3 priorities:



**Improving our  
Employee Experience**



**Workforce Planning**



**Equality, Diversity, and Inclusion**

The strategy describes the Council’s organisational development vision and workforce planning activities under three strategic outcomes – **improving our employee experience, workforce planning and equality, diversity and inclusion.**

The strategy is aligned with the Council Plan and is focussed on the Council improving our employees’ experience whilst at work, looking at living our values, employee voice and recognitions which all positively impact on the culture within our workplace. There is a focus on workforce planning, there are many changes and challenges facing the Council in the coming years and this will ensure the right workforce and right skills are in place to deliver this. The last priority is focussed on inclusion, the council wants to be a place where everyone feels included and has a richness of diversity.

**Environment, Housing and Infrastructure** - will ensure these priorities are reflected in both our strategic and day-to-day operations. High-level actions are embedded in our Service Improvement Plan, with a particular emphasis this year on workforce and succession planning - supporting our staff to ensure they have the right skills to deliver our services now, and in the future.

As well as our established workforce there will also be a focus on apprenticeship training and developing. Building Service will provide apprenticeships this year to 8 people. We will also be providing Modern Apprenticeship places within our Housing Services and within our Public Protection teams to provide opportunities for young people in Renfrewshire to access the workplace and develop skills and experience.

# Our resources and risks

## BUDGET

The [Non-Housing Capital Investment Programme](#) approved for General Services on 29 February 2024 was **£450m** for the period 2024/25 to 2028/29.

For 2024/25, the [Revenue Budget](#) approved for General Services on 29 February 2024 was **£519m**.

The Environment, Housing & Infrastructure Services revenue budget for 2024/25 is approximately **£58.924** 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 29 February 2024 with total rental and other income for 2024/25 of **£61.208m**.

Renfrewshire Council has a statutory duty to consult tenants before increasing rents. To help inform the decision on rents for 2024/25, consultation was undertaken during December 2023 and January 2024. Around 1,440 tenants took part in the consultation with 78.2% favouring a rent increase of **6.0%**. This was approved by Council in February 2024.

At this meeting, Council also approved the Housing Capital programme of £281m over the next 5 years.

# Our resources and risks

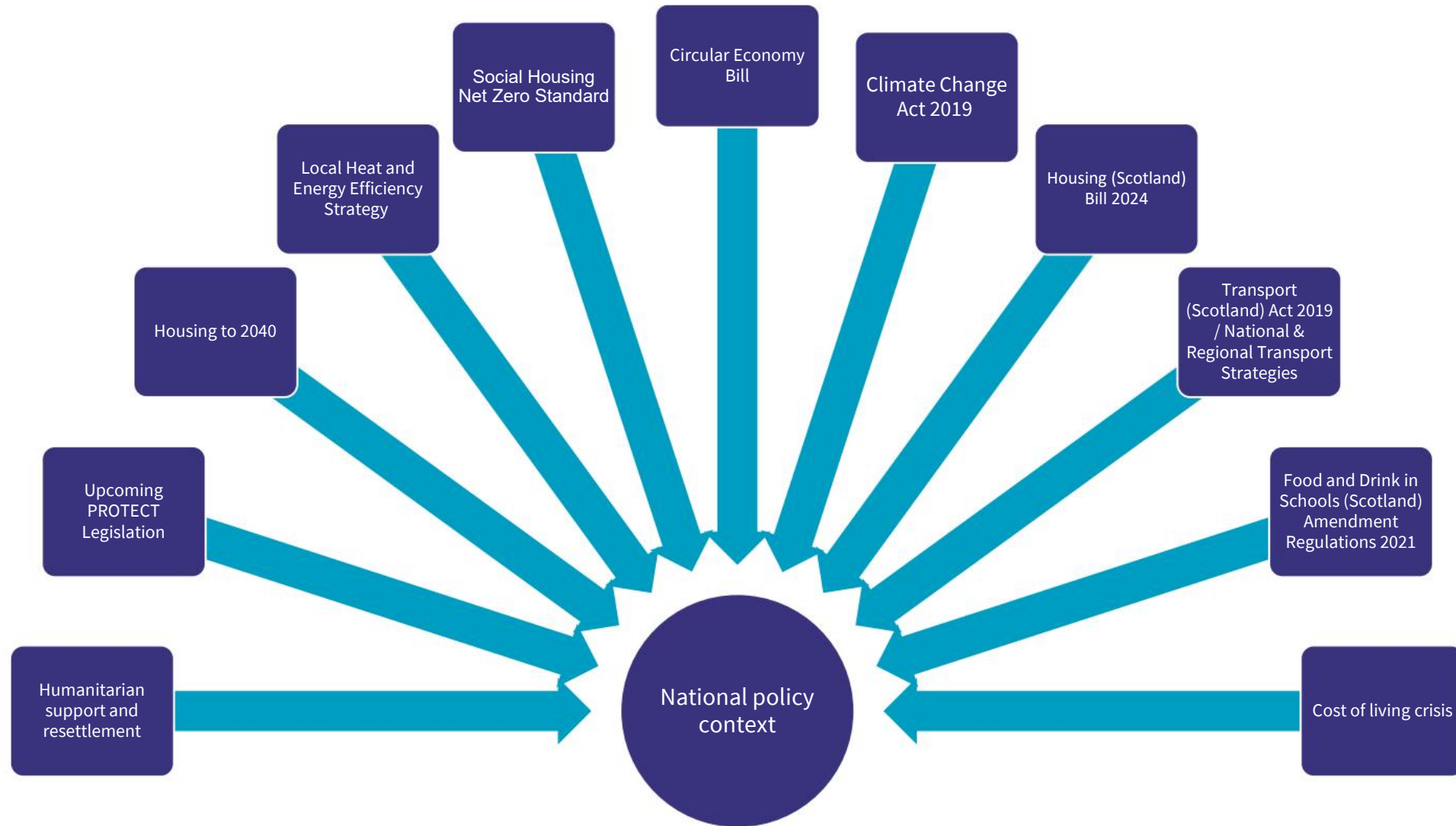
## RISK MANAGEMENT

- 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 with the last update being in May 2024. Here is a list of the Risks sitting within E,H&I reported to the board.

Risks	Evaluations	Owner
<b>Our strategic risks</b>		
Migration and asylum related service pressures	High	Head of Housing Services (joint owner)
Global environmental sustainability and route to Net Zero	High	Head of Climate, Public Protection and Roads
Strategic sustainable planning for people and assets	High	CMT
<b>Our corporate risks</b>		
Successful Cyber Attack	Very High	CMT
Commercial vehicle & operator's license	High	Head of Operations and Service Development
Delivering homeless duties	High	Director of Environment, Housing & Infrastructure
Asset Management	High	Director of Environment, Housing & Infrastructure (joint owner)
<b>Our service-specific risks</b>		
Review of electric vehicle (fleet) infrastructure	High	Head of Operations & Service Development
Tree Fall and Ash Die Back & Larch Infection	High	Head of Operations & Service Development
Housing Regeneration and Renewal Programme	High	Head of Housing Services
Last in Block Properties	Moderate	Head of Housing Services
Housing IT System Replacement Programme	High	Head of Housing Services
Housing Investment Programme	High	Head of Housing Services
Disposal of Coal Tar	Moderate	Head of Climate, Public Protection and Roads
Implementation of Local Heat and Energy Efficiency Strategy	Moderate	Head of Climate, Public Protection and Roads
Recruitment across Facilities and Property Management at all levels	High	Head of Facilities Management & Property Services
RAAC and the School estate	Moderate	Head of Facilities Management & Property Services
Collection and Disposal of Waste Upholstered Domestic Seating (WUDS) / Persistent Organic Pollutants (POP's)	Moderate	Head of Operations & Service Development
Collection Management / Routing Software for Waste and Recycling Service	Moderate	Head of Operations & Service Development



# National Policy Context





# 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

## 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.

## 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 Renfrewshire Alcohol and Drugs Commission's recommendations to reduce drug and alcohol-related harms and promote recovery

## Transformation Programme

- Environment, Housing & Infrastructure will support the 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

# Our key priorities

Ensure implementation of legislative changes, with appropriate strategies and plans

Deliver the agreed priorities within the Council's Costed Delivery Plans for Net Zero

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

Deliver the 2024/25 capital investment Asset Management programmes across Public Buildings, Housing, Roads, Fleet and Open spaces.

Continue to develop our service models to support the Council's financial sustainability and maximise income

Support staff and apprenticeship development to ensure they have the right skills and training to meet the needs of the service, now and in the future

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

# Our focus for 2024/25

- Progress the priority areas outlined within the approved the **Local Heat and Energy Efficiency Strategy (LHEES)**
- Implementation of the **Renfrewshire wide Parking Strategy**, including implementing the pavement parking ban, as part of phase 1 of the strategy.
- Delivery of the Council's New **Local Transport Strategy and associated action plan** to support the economic regeneration and revitalisation of town centres, having a specific focus on the public realm and transport access.
- 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**.
- Deliver the objectives and requirements of the **Scottish Household recycling charter and Circular Economy scheme**
- Lead on the “**Strategic Property review**” across the Council’s estate
- Develop and focus on repairs and compliance within the **Council’s property portfolio** – with short, medium and long-term plans
- Continue to develop **large capital projects**, including schools for Renfrewshire Council.
- Support Council services to implement the proposed **Protect Duty** 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.

# Our focus for 2024/25

- Continue to support the Council's various **refugee and asylum programmes** including the provision of settled accommodation.
- Implement provisions of the **Housing Bill** when this becomes law
- Deliver the £400m Housing investment including a **£100m Housing-led regeneration programme** across 8 areas in Renfrewshire.
- Develop and implement the range of measures in place to mitigate the impacts from the **increased homeless pressures**, especially in relation to changes in national migration and resettlement policies and programmes
- Deliver repairs and maintenance to around **12,200 Council housing properties**, including re-letting/void properties and produce a robust business plan that looks at the short, medium and long term
- As part of the **£38million Levelling Up Fund**, a new road bridge is being constructed over the White Cart River, and this will be operated and managed by Environment, Housing and Infrastructure staff.
- Through **workforce and succession planning**, we will support our staff to ensure they have the right skills to deliver our services now, and in the future
- **Modernisation** of business processes and more efficient use of management data, steering the focus of service delivery.
- Explore how **modern technologies** and innovations could improve service delivery, such as the use of robotics.

# Appendix:

## Actions and Performance Indicators relevant to the remit of the Finance, Resources and Customer Services Policy Board

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
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	This will allow for clear financial planning and appropriate levels of funding. This will ensure lifecycle maintenance, appropriate public building repairs & maintenance, as well as full compliance with Planned Preventative Maintenance. In the case of Paisley Grammar, this will provide appropriate Passivhaus standards and financial provision.	31 December 2025
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.	Housing properties within Renfrewshire that have become void and re-let, will be turned around as quickly as possible to ensure an adequate stock of Council properties and maximise rental income.	31 March 2025
Review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools.	Ensure Renfrewshire's public building estate (circa 230 buildings) is compliant with all required statutory legislation.	31 March 2025
Continue to review and deliver an electronic job management and stores system.	Ensure that the service has robust job management information and an effective stores management process	31 December 2024
Lead and drive the Strategic Property Review across Renfrewshire Council's estate.	The review will identify key parts of the estate that may not be financially viable for the Council and lead to planning with communities for the building to be used in different ways e.g. Community Asset Transfer	31 March 2025



# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Work with Savills to produce a robust business plan that looks at the short medium and long term for Building Services.	Building Services has not had a Business Plan since 2013 – 2016. By devising and delivering a Business Plan, this will detail the current staffing and work undertaken by Building Services but also look to the next 3 years and set out plans including budgets and workforce planning.	31 March 2025
Develop and focus on repairs and compliance - short, medium and long term plan on property portfolio.	Renfrewshire Council has a large building portfolio that is currently being reviewed under the Strategic Property Review. Given the current economic climate and limited budget, Officers require to set short, medium and long term goals, set priorities to ensure that the property portfolio is maintained in an appropriate condition for the services within.	31 March 2025
Continue to develop large capital projects, including schools for Renfrewshire Council.	Facilities and Property Services deliver many of the Council’s large capital projects having recently completed the Paisley Town Hall, Paisley Learning and Cultural Hub and the Paisley Arts Centre. By project managing and delivering these projects, this will allow Officers to have oversight of delivery and report them to appropriate Boards.	31 March 2025

# Delivering the Council Plan - PLACE

Performance Indicators	Reporting Frequency
% of Overall repairs completed within time by building services	Quarterly
Average length of time taken to complete non-emergency repairs – public buildings	Quarterly
% of compliance tasks undertaken per year –Statutory compliance for public buildings	Quarterly

# 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 2025

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Work with Children's Services/pupils to enhance dining experience and develop the menus to be more attractive whilst meeting requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020.	Increase school meals uptake of both UFSM and FSMs, resulting in increase in income	31 March 2025
Work with Childrens Services to provide a healthy breakfast to school pupils where possible.	Help to enhance the learning experience for pupils.	31 March 2025
269K capital investment from Scottish Government to enhance the dining experience in preparation for eligibility of the Scottish child payment for the entitlement free universal school meals for P6 and P7. Continue to collaborate with Property and Technical to plan improvements across in up to 5 schools.	Increasing the number of production cooking kitchens, improving the quality of food, providing the opportunity to engage with pupils to increase uptake	31 August 2025

# Delivering the Council Plan - FAIR

Performance Indicators	Frequency
% uptake of free school meals in primary schools	Quarterly
% uptake of free school meals in secondary schools	Quarterly

# 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 2025
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 2025
Implement the next phase of transformation as part of Right for Renfrewshire ( <b>Council Plan</b> )	The service will play its role in delivering cross cutting change	31 March 2025
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 2025
Work with Services across EH&I to support further digitisation and business improvement of our processes to meet the needs of our customers.	This approach will continue to increase the number of processes available to our customers at a time and way which suits them, or which are undertaken in a modern, digital way, ensuring efficient use of resources.	31 March 2025



# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Continue to develop 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 2025
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 2025
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 2025
Review Health & Safety and Risk Assessments	Health and Safety and Risk Assessment are managed more effectively	31 March 2025
Ensure robust financial monitoring	Services will be able to monitor and plan their resources more efficiently	31 March 2025
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 2025
Support the Council in developing New Ways of Working <b>(Council Plan)</b>	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 2025
Develop and undertake a Strategic Property Review of Council operational, non-operational and surplus assets (Council Plan)	This will ensure our properties are demand led, efficient and financially sustainable	31 March 2025

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency
Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarterly
% of members enquiries completed within timescale	Quarterly
% of front line resolutions dealt with within timescale	Quarterly
% of complaint investigations completed within timescale	Quarterly
% of FOI requests completed within timescale	Quarterly

# 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?
E,H&I will work towards keeping The Promise	We will actively engage with any future planned activity around the implementation of The Promise Plan 24-30 (expected June 2024) in relation to the work of E,H&I.  Continue to support the work of Renfrewshire’s Promise, the work of Renfrewshire’s Promise Team, Renfrewshire’s Promise Oversight Group.  We will support any council initiatives around the recruitment of Care Experienced young people into our service.	31 March 2025
Deliver a programme of engagement with schools, parents, and pupils, encouraging participation in the development of school meal menus.	School meal uptake will increase, resulting in more children and young people taking healthy meals.	31 March 2025
Consider implementing robotics for cleaning Secondary schools to improve the service provided.	Reduce overheads and minimise the impact of staff absence.	31 March 2025

# Environment, Housing & Infrastructure

Service Improvement Plan 2024 – 27

For more information, please contact:  
[douglas.morrison@renfrewshire.gov.uk](mailto:douglas.morrison@renfrewshire.gov.uk)



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