

To: Communities and Housing Policy Board

On: 21 May 2024

Report by: Director of Environment, Housing and Infrastructure

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

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 Communities and Housing Policy Board in the autumn of 2024.
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2. Recommendations

It is recommended that the Communities and Housing 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.
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3. Background

- 3.1 Environment, Housing & Infrastructure delivers a wide range of vital services to the people, communities and businesses of Renfrewshire, including environmental health services, trading standards and public protection. 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.

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:
- 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.
 - 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.
 - Complete the review of **animal licence conditions** across all licences.
 - Deliver The **Business Regulation Service Plan**.
 - Supporting the **local economy towards Net Zero**; ensuring proper and informed consumer choice, both through effective advice and regulation.
 - Continue to support the Council's various **refugee and asylum programmes** including the provision of settled accommodation.

- 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.

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.

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.

List of Background Papers: None

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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



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.

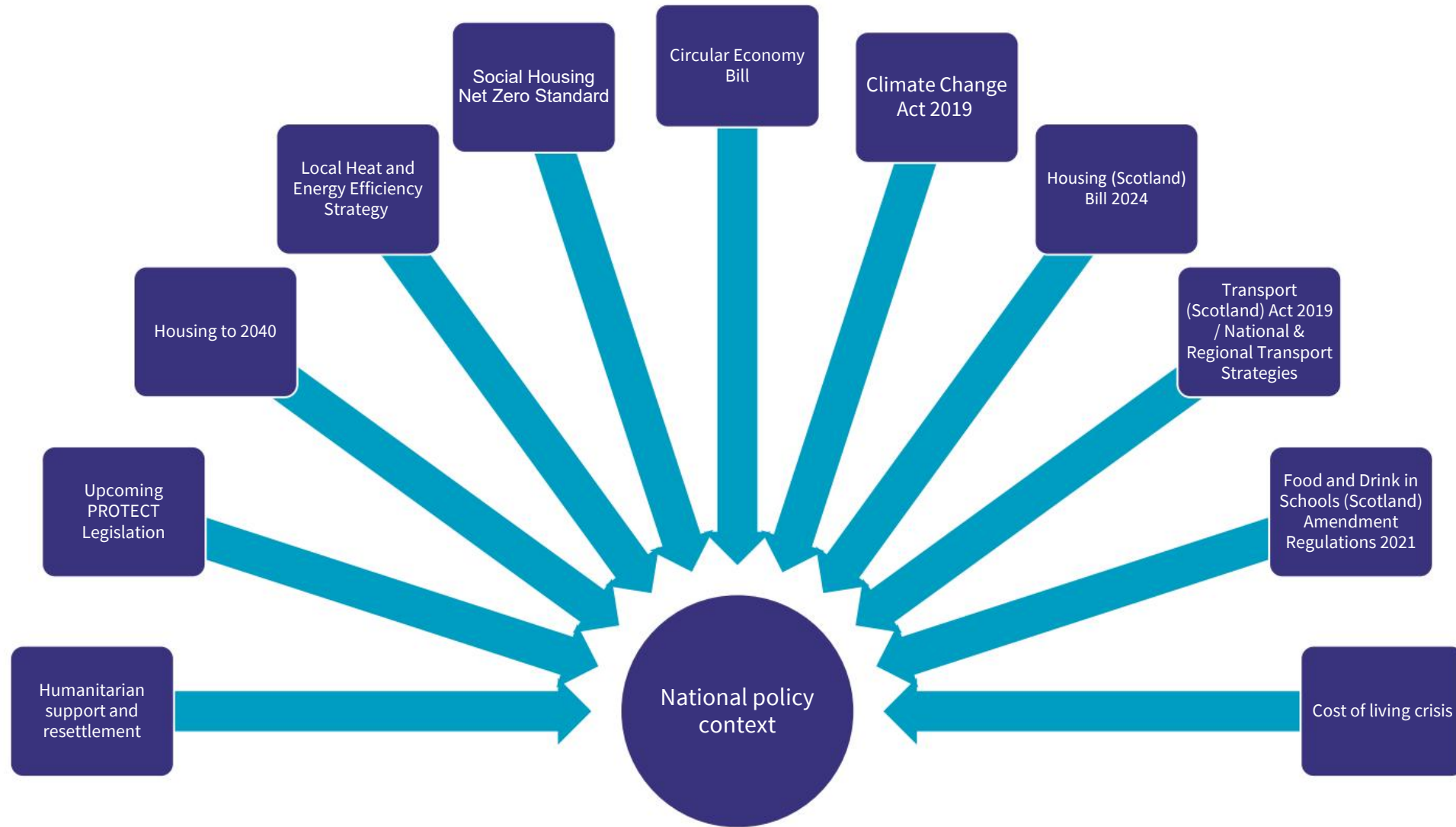
Our resources and risks

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 reported to the board.

Risks	Evaluations	Owner
Our strategic risks		
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
Our corporate risks		
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)
Our service-specific risks		
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

Renfrewshire's Plan for Net Zero

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

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

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

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

Transformation Programme

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

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.

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
- Deliver the new road infrastructure to support the enhanced links between Paisley Town Centre, Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) and new road bridge over the White Cart River, as part of the **£38million Levelling Up Fund**.
- 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 Communities and Housing Policy Board

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver the key outputs from the 6th year of Renfrewshire's Rapid Rehousing Transition Plan (RRTP) and ensure the supply of temporary accommodation, provision of support to those in need, and the number of social rented housing lets meets the national and local increase in homelessness. (Council Plan)	The RRTP details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support.	31 March 2025
Deliver any new duties, with partners, in relation to prevention of homelessness	We will support partners to assist those in housing need to prevent homelessness, or safely move to settled accommodation when necessary	To be confirmed once Housing Bill is passed – now likely to be Summer 2024
Implement revised Housing Asset Management Strategy	The revised Housing Asset Management Strategy will ensure the Council meets and maintains current standards. It will tie in with the Local Housing Strategy and the Local Development Plan, to help ensure Housing assets are contributing to the Council's wider aims.	31 March 2025 (TBC following SG Consultation)
Progress the Regeneration and Renewal programme across the eight Regeneration Areas. (Council Plan)	The £100m Housing Led Regeneration and Renewal programme will deliver modern, high quality, energy efficient, affordable Council housing that will not only significantly enhance the Council's housing stock but will also contribute to the wider transformation of Renfrewshire as a place and will be central to the economic and social recovery of Renfrewshire.	31 March 2026

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
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.	30 September 2024 - This date is subject to change due to the nature and scope of the review and once the teams are fully embedded
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	Ensure those who are homeless are provided with temporary / settled accommodation and the housing support they need.	31 March 2025
Improve connections with services involved in the delivery of estate management related activity in and around the Council's Housing stock.	Improved conditions on Council Estates.	31 March 2025
Extend the ways tenants impacted by Anti-social Behaviour (ASB) can make reports and log incidents using systems such as the 'ASB app'.	It is easier for our tenants to report and log incidents of anti-social behaviour.	31 March 2025
Review our current approach to dog fouling enforcement and use community engagement and data to map out "hot spots" to target enforcement.	Dog fouling remains one of the most common complaints received by the Service. A new approach to enforcement will support a reduction in dog fouling across Renfrewshire	31 March 2025

Delivering the Council Plan - PLACE

Performance Indicators	Reporting Frequency
Private Water Supplies – 100% of type A supplies risk assessed and sampled	Annual
Air Quality - Annual average PM10 value across all continuous monitoring sites	Annual
Air Quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	Annual
Percentage of reactive repairs carried out in the last year completed right first time (Housing Services)	Annual
Percentage of Overall Repairs Completed Within Target (Housing Services)	Quarterly
Average length of time taken to complete non-emergency repairs (days) (Housing Services)	Quarterly
Average time from household presenting themselves as homeless to completion of duty (number of weeks)	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
Complete the review of animal licence conditions across all licences	To modernise and ensure relevant to new licensing requirements	31 March 2025
Deliver The Business Regulation Service Plan	The Business Regulation Service Plan details the work to be undertaken by the service, setting out objectives, the resources required and approach to quality assurance in the format and detail required by Food Standards Scotland.	31 March 2025
Continue to support the implementation of Short Term Let Licensing Scheme	This will ensure that short term lets are safe and any issues experienced by neighbours are addressed	31 March 2025
Implement the proposed ban on the sale and supply of single use nicotine vaping products	To ensure compliance with the legislation and support the Scottish Government's commitment to reduce vaping among non-smokers and young people and take action to tackle their environmental impact.	31 March 2026

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Liaise with Gypsy/ Travellers who are staying in Transit Sites	We will offer advice and assistance with meeting health, education and other needs	Ongoing
Reducing inequalities by ensuring proactive regulatory activities are targeted where they can support the wellbeing or financial security of citizens	We will ensure our pro-active regulatory activities are targeted where they can make the most improvement to children and families, for instance ensuring the safety of low-cost items, conducting pricing and metrology checks and food sampling. Partnership activities will raise awareness of rights, or emerging issues.	31 March 2025
Work with partners on national Serious Organised Crime and CONTEST (Prevent) agendas	This will ensure a joined up, co-ordinated approach to dealing with serious organised crime and threats of terrorism.	31 March 2025
Deliver the Action Plan outcomes outlined in the Tenant Participation Strategy 2022-2027	The new Tenant Participation Strategy takes account of the changing context we are working in and the opportunities that we now have to modernise and enhance our approach to customer engagement, and which aligns with our Council Digital Strategy. We have developed this strategy following extensive consultation, discussion, and feedback and building on the years of experience we have of working with tenants and residents	31 March 2025
Ensure effective participation and support for all refugee programmes.	Safely resettle Ukrainian refugees within Renfrewshire	31 March 2025
Fully implement the improvements to our Sheltered Housing and Health & Well Being Service	We will broaden the range of support and wellbeing initiatives provided for sheltered housing tenants, as well as rolling this out to older tenants living in amenity housing. We will also offer access to health and wellbeing initiatives to homeless applicants and housing support service users.	30 June 2024
Simplify access to specialist income advice for Council Tenants experiencing financial issues.	Entitlement to benefits and other financial / household assistance schemes maximised.	31 March 2025
Ensure council housing properties are fully compliant with electrical safety and smoke detection	There is a requirement for all properties to have an EICR carried out every 5 years and for all properties to be up to standard regarding smoke detection. Having this in place provides assurance of tenant safety.	31 March 2025

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Supporting the local economy towards Net Zero; ensuring proper and informed consumer choice, both through effective advice and regulation.	We will ensure a fair marketplace by both supporting new businesses in the green sector and investigating claims around energy efficiency and greenwashing. Citizens will be empowered to make green choices, and to spot potential misleading claims in the emerging sector.	31 March 2025
<p>Deliver the Energy Efficiency Standard for Social Housing post-2020 (EESHS2) milestones</p> <p><i>(The Scottish Government is reviewing EESHS2 to strengthen and realign the standard with the target for net zero heat in houses from 2040, as set out in the Climate Change Update, the Heat in Buildings Strategy, and the Housing to 2040 Route Map- whilst the review is underway, The Scottish Housing Regulator will continue to gather data on EESHS1 compliance)</i></p> <p>(Council Plan)</p>	<p>EESHS2 aims to improve the energy efficiency of social housing in Scotland. This will help reduce fuel poverty and ensure warm, high quality, affordable, low carbon homes and a housing sector that helps to establish a successful low carbon economy across Scotland.</p> <p><i>(Consultation is underway by the Scottish Government to strengthen and realign the standard with the target for net zero heat in houses from 2040, as set out in the Climate Change Update, the Heat in Buildings Strategy, and the Housing to 2040 Route Map. SHNZS will replace EESHS2)</i></p>	31 March 2025
Commence costed, target interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders (Council Plan)	Carbon emissions will be reduced and offset in Renfrewshire	31 March 2026
Deliver a programme of enhanced operational environmental and community support activities for environment and place (Council Plan)	Carbon emissions will be reduced and offset in Renfrewshire	31 March 2025

Delivering the Council Plan - GREEN

Performance Indicators	Reporting Frequency
Percentage of Council housing stock which meets the Scottish Housing Quality Standard	Annual
Percentage of homes meeting the EESSH 2020 standard	Annual

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 and maintained	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 effectively	31 March 2025
Ensure robust financial monitoring	Services will be able to monitor and plan their resources 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 (Council Plan)	This will improve the accessibility and equipment in our workspaces and meeting rooms, as well as improvements in technology to improve collaborative working	31 March 2025

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 efficiently and effectively	31 March 2025
Implement the next phase of transformation as part of Right for Renfrewshire (Council Plan)	The service will play its role in delivering cross cutting change	31 March 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

Performance Indicators	Reporting Frequency
Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarterly
% of members enquiries completed within timescale	Quarterly
% of frontline resolutions dealt with within timescale	Quarterly
% of complaint investigations completed within timescale	Quarterly
% of FOI requests completed within timescale	Quarterly
Training – Percentage of staff training undertaken in relation to qualifications (Public Protection)	Quarterly
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	Quarterly
Rent collected as percentage of total rent due in the reporting year.	Quarterly
Average length of time taken to re-let properties in the last year (in days)	Quarterly
Percentage of rent loss due to voids	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	<p>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.</p> <p>Continue to support the work of Renfrewshire’s Promise, the work of Renfrewshire’s Promise Team, Renfrewshire’s Promise Oversight Group.</p> <p>We will support any council initiatives around the recruitment of Care Experienced young people into our service.</p>	31 March 2025

Environment, Housing & Infrastructure

Service Improvement Plan 2024 – 27

For more information, please contact:
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Renfrewshire
Council