

To: Infrastructure, Land and Environment Policy Board

On: 29 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 Infrastructure, Land and Environment Policy Board in the autumn of 2024.

2. Recommendations

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

- 2.1 Approves the attached Service Improvement Plan; and
- 2.2 Notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 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 Infrastructure, Land and Environment Policy Board, this includes Waste Services, Fleet & Social Transport, Neighbourhood Services, Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management, maintaining the Council's Roads, Public Transport, Parking & Active Travel 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 that members of the ILE Board will be aware of as part of our previous reporting and updating to this Policy Board are:
 - Delivering the 2024/25 roads and footways capital investment programme
 - Implementation of phase 1 of the Renfrewshire wide Parking Strategy, including implementing the pavement parking ban.
 - 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.
- Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements which will empower local communities and involve them in improvements in their local area.

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 Infrastructure, Land and Environment 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



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.

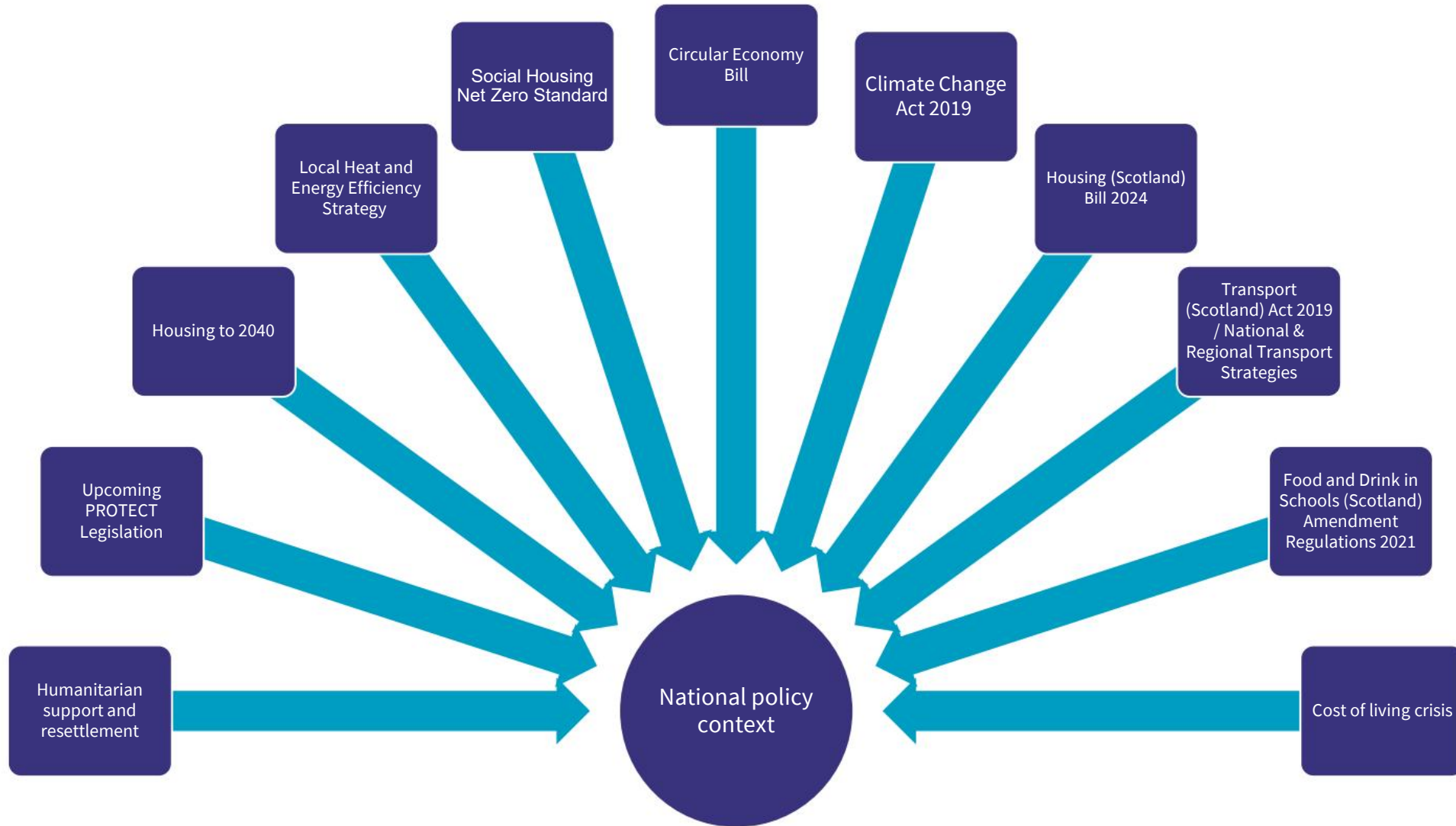
Our resources and risks

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
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

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 **phase 1** of the **Renfrewshire wide Parking Strategy**, including implementing the pavement parking ban.
- 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.

Appendix:

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

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver the 2024/25 roads and footways capital investment programme - £5.0 million	Improvements to the condition of roads and footways infrastructure	31 March 2025
Implement the requirements of the Transport (Scotland) Act 2019	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	31 March 2026
Develop a local Litter Strategy in conjunction with Neighbourhood Services and explore whether technology can be used to support litter enforcement.	This will support a litter free Renfrewshire by encouraging people to take greater responsibility for litter prevention.	31 March 2025
Continue to support the implementation of the Parking Strategy and the new Pavement Parking Legislation	This will improve traffic flows, reduce congestion, reduce carbon emissions and improve road and pedestrian safety	31 March 2025

Delivering the Council Plan - PLACE

Performance Indicators	Reporting Frequency
(Maintenance) Carriageway Condition: % of road network considered for treatment	
(i) A Class Roads	Annual LGBF
(ii) B Class Roads	Annual LGBF
(iii) C Class Roads	Annual LGBF
(iv) Unclassified Roads	Annual LGBF
(Maintenance) Carriageway Condition: % of road network considered for treatment Overall	
% of Statutory road inspections categories completed on target:	
(i) Category A	Annual LGBF
(ii) Category B	Annual LGBF
(iii) Category C	Annual LGBF
% of pothole repairs completed within timescales	Annual LGBF

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
Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	31 March 2025
Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	31 March 2025
The Council is keen to promote a parking strategy which manages the supply and demand for parking, supports economic regeneration	Increase short stay parking provision across Renfrewshire, creating business churn and delivery of a more effective enforcement service. This is a summary of what has been agreed at previous Policy Boards. This will be aligned to the aspirations for meeting our ambitious climate change targets	31 March 2025
Conduct a review of Renfrewshire’s public transport provision	The review sets out with the ambition to have an affordable, sustainable, modern, efficient, fit for purpose, and demand led public transport network. The aim is to meet the current and future needs of Renfrewshire’s communities connecting with work, health, learning and social opportunities, whilst supporting and contributing to Renfrewshire’s climate goals.	30 September 2025

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	31 March 2025

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Commence costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2026
Use funding from the Scottish Government Recycling Improvement Fund via Zero Waste Scotland to assist us to address local recycling challenges.* *This is subject board approval	This will enable us to take forward recycling initiatives including the need for better recycling infrastructure at flats and high-rise properties and extending the full range of recycling facilities to all Renfrewshire homes.	31 March 2025
Carry out review of household waste collection routes	Optimise the use of vehicles and crews to maximise use of available capacity and having a positive impact through lower carbon emissions and reduced operating costs	31 March 2025
Work to procure new Routing and In Cab system for waste fleet	This will improve the consistency, reliability and overall quality of the household waste collection service, while maximising operational efficiency. This will be beneficial when scheduling collections by reducing the number of miles covered while collecting these waste streams, having a positive impact through lower carbon emissions and reduced operating costs.	31 March 2025
Implement updated household waste collection arrangements	This will simplify the process, support greater participation in recycling, tackle contamination of waste and reduce the carbon emissions from our waste collection vehicles.	31 March 2025

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Support the delivery of a regional approach to Public Electric Vehicle Charging	The strategy will accelerate the installation of public charging facilities throughout Renfrewshire and support the transition to Net Zero.	31 March 2025
Build additional capacity for proactive tree asset management across Renfrewshire	The approach will build and enhance the current arboriculture process of tree assessment and tree surgeon activity, inspecting trees and undertake to resolve identified problems which will improve health of tree stock, reduce potential for tree failures and reduce corporate risk.	31 March 2026
Ensure service is proactive in implementing any legislative requirements resulting from the Circular Economy (Scotland) Bill when it becomes law.	The quality and quantity of recyclate will be improved and levels of residual waste reduced by being responsive to future legislative changes.	Subject to proposed Bill passing in to law

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Development of Low Emissions / Electrification Strategy (Council Plan)	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	31 March 2025
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access	Carbon emissions will be reduced and offset in Renfrewshire.	31 March 2025
Develop the Local Heat and Energy Efficiency Strategy Delivery Plan (LHEES) for Renfrewshire.	This strategy and action plan will allow Renfrewshire Council and partners to underpin an area-based approach to heat and energy efficiency planning and delivery.	31 December 2024
Conduct a strategic fleet review of all Council vehicles to assess vehicle specifications considering fit for purpose and net zero targets -	The number of vehicles in the Council's fleet will be reduced and its effectiveness maximised	31 March 2025
Continue to follow the Scottish Government Get to Zero Action plan for fleet vehicles	Reduction in the number of fleet vehicles – Reduce the amount of fossil vehicles within the council fleet	31 March 2030

Delivering the Council Plan - GREEN

Performance Indicators	Frequency
Street Cleanliness Score - % of areas assessed as clean	Annual LGBF
% of Household Waste Recycled	Quarterly
% of Household waste collected which is landfilled	Annual
Amount of CO ₂ emitted by the public vehicle fleet	Quarterly
% of the vehicle fleet which uses alternative fuels, such as electricity	Quarterly
% of bins uplifted first time	Quarterly
Reduce the amount of CO ₂ emitted from public space lighting	Annual

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
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?
Prioritise Preventive Maintenance - All HGV vehicles will be serviced within the ISO week schedule	Operators Licence compliance	31 March 2025
We will introduce a new Fleet management System	Creating a digital workshop and providing a more operational reporting function for user departments	31 December 2024
Use Data to make better Decisions – Fleet Tracking system used by the Fleet Utilisation officer to conduct Fleet utilisation reports for User Departments	Reduce the amount of vehicles within the Fleet and use the fleet more efficiently – Optimising fleet size and usage	31 March 2025
Continue to monitor driving behaviour and training – through fleet compliance team	Operator licence compliance	31 December 2024

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	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

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
Complete Inspection process for all headstones and burial grounds	Annual

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
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