

To: Finance, Resources and Customer Services Policy Board

On: 11th November 2020

Report by: Director of Environment & Infrastructure

Heading: Facilities Management Service Update

1. Summary

- 1.1 Following on from the previous Service Update presented to board on 02 September 2020, this report provides a further update the Finance, Resources and Customer Services Policy Board on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update to 31 March 2020. Due to the coronavirus pandemic and the pausing of Policy Boards, the annual Service Improvement Plan 'outturn' reports were not presented to board. This appendix covers all performance indicators and actions as outlined in the Service Improvement Plan for 2019/20. This represents progress at March 2020 and does not include updates or developments since the pandemic emerged. The report will also be reported to Infrastructure, Land and Environment Policy Board as it includes areas within that Board's remit.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services and the Environment & Infrastructure Service Improvement Plan was approved by this Board prior to the lockdown. New Service Improvement Plans are being drafted to be in place for the start of the new financial year.
- 1.4 Work is underway to develop Service Improvement Plans for 2021/22 - these will have a strong focus on recovery and renewal rather than solely improvement. These will also fully reflect the social, economic and financial recovery plans being progressed. Proposals in relation to service planning arrangements will be submitted to the Leadership Board in December 2020.

2. Recommendations

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

- 2.1 notes the content of this report;
 - 2.2 notes the performance information for 2019/20 as appended to this report.
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3. Background

- 3.1 In the previous Service Update reported to Finance, Resources & Customer Services Board on 02 September 2020, the Council's response to the coronavirus from March 2020 to September 2020 was outlined.
- 3.2 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.
- 3.3 The service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and consequent restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.
- 3.4 Recent weeks have shown the local and national position continues to change rapidly - restrictions have been both relaxed and tightened since the previous report to Board. The situation across Scotland, the UK and globally has shown areas of progress and areas for concern and national policy has flexed to respond to this. While working towards a recovery position and hopeful of the resumption of more services to our communities, the service and the Council remain ready to respond to rapid changes in our local approach.
- 3.5 Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government and the service will also continue to respond to this.
- 3.6 This report gives a broad overview of the key areas which continue to be impacted by the Covid-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.

4. Update for Finance, Resources and Customer Services Policy Board - Facilities Management

- 4.1 This section of the report sets out the key changes for Facilities Management during this time, critical service areas that continued and any services or projects that were required to be paused.

Building Services

- 4.2 Building Services has operated a reduced service during the covid-19 pandemic as all routine and non-emergency repairs were suspended at the beginning of lockdown, therefore only emergency repairs have been carried out. However, since lockdown has been lifted and we have moved through phased 2 and 3 of the SG roadmap more work streams have been able to be recommenced.

All Works Completed To 23 Oct 2020

Service Area	Total
Aids & Adapts	60
External	1,191
Gas	12,858
HPU	519
Misc. Capital Works	618
Property Maintenance / Owners	444
Short Term / Emergency	13,243
Stair & Close	585
Voids	1,601
Overall Total	31,119

Of the 31,119, Building Services has attended:

5,579 Emergencies within working hours

4,610 Emergencies out with working hours

- 4.3 Works that are in progress total 3,795 remain active and 3,429 are being worked on at present. These jobs will be completed shortly and move to financial completion.

Current Work in Progress at 23 oct 2020

Service Area	Total
Aids & Adapts	65
External	250
Gas	1,095
HPU	60
Misc. Capital Works	43
Property Maintenance / Owners	264
Short Term / Emergency	1,603
Stair & Close	127
Voids	288
Overall Total	3,795

4.4 Of the 3,795 jobs active, there are 266 jobs on hold in the following categories.

Current Hold Status Analysis 23 Oct 2020

Service Area	Total
Forced Entry / Gas Service	104
Disabled Adaptation / vulnerable	13
Double Glazed units	10
Renewal of UPVC doors	74
Renewal of UPVC windows	7
Other Non Essential	58
Overall Total	266

Forced entry/Gas servicing is actively being reduced as we contact tenants and carry out the annual gas servicing. This has been a priority over the last 6 weeks and the numbers have reduced substantially.

Disabled adaptations are on hold due to the larger nature of the work content where the tenant is required to vacate the premises for a min of 2-3 days to allow the works to be carried out. They all involve removing the existing toilet and showering facilities to therefore cannot be done with the tenant in place. Due to the further restrictions these tenants are unable to move to a respite carer. However, when this is possible these works can be carried out.

Double glazed units are currently being fitted and tenants are being contacted to install the glazing.

Renewal of UPVC doors and windows is unable to be carried out at the present time due to the close working required and the high risk of this type of work to the employees. Corporate health and safety do not consider these works can be carried out safely at this present time. Please note that NO door or window has been left insecure and temporary repairs have been carried out to these properties.

Other works are being worked through to gain access, measure or await materials.

4.5 In order to move forward with some of the work packages that have been on hold due to the Scottish Government guidelines in line with the Route Map, work is being done between Health & Safety and officers in Building Services to ensure Risk Assessments, PPE and Tool Box Talks are in place to allow the following works packages to progress as follows:

- Smoke detector programme - will recommence mid-November
- Electrical testing programme for domestic housing - will recommence mid-November
- Window servicing programme - will recommence beginning of November
- Boiler replacement programme – on hold at present, however emergency replacements continue to be accommodated
- SHQS tenanted houses – on hold due to the large volume involved and the

disruption to tenants. Compliance at present not possible due to current Covid-19 restrictions

- Aids and adaptations – on hold by Social Work
- Larger works - on hold by Social Work due to decants required
- Minor works and emergency works are being accommodated
- Non-essential multi-trade repairs – on hold as they do not meet the requirements of the Scottish Government guidance

The areas of work which cannot yet be undertaken will continue to be reviewed and considered to start as soon as possible, whilst ensuring employees can remain safe and follow the guidelines in place.

- 4.6 The service has continued the gas servicing compliance program throughout the lockdown period, as this was an essential service, with provision being made for vulnerable tenants and those with covid-19 related illnesses. In addition, testing and inspection of electrics in public buildings, testing and inspection of emergency lighting and gas soundness testing have also continued. Figures from March 2020 are:

1,942 Number of gas services carried out
69 Electrical testing and inspection in public buildings

- 4.7 Building Services also continued to provide emergency void houses to housing and full compliance checks for House Persons Units. This has allowed people presenting as homeless to be housed.

190 Full house Voids which includes-
22 Asbestos Re-Instatement Jobs
19 Gas Central Heating Installations

As well as this we have returned a further 43 Properties of Prelim works which include-

- Full property clear outs
- Removal of full kitchens for asbestos contractor
- Removal of bathroom suites for asbestos contractor
- Removal of gas central heating systems for asbestos contractor
- Temporary Electricity boards fitted for Asbestos contractor

- 4.8 Building Services is now fully operational and managing the Renfrewshire HSCP distribution hub for PPE at Unit 5 in Underwood Road.
- 4.9 Water management has also been ongoing during this difficult period with 252 inspections/checks and remedial works carried out across the Renfrewshire Council estate.
- 4.10 Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour emergency service to Renfrewshire residents. In July when the

Scottish Government moved to phase 3 the Street Lighting team has been almost fully operational and completed the following works.

283	Number of emergencies attended during working hours
11	Number of emergencies attended out of hours
1151	Number of dark lamps put in lighting (attended)
24	Number of columns replaced plus 8 cable loops and 3 columns realigned
1018	Number of planned maintenance visits carried out

4.11 The delivery of several projects was severely impacted by the covid-19 pandemic and was suspended for several months during lockdown, however these have now recommenced, and work has been on going to complete these projects.

- Conversion of the Hollybush annex into new nursery provision in line with the 1140 hours Education programme was completed on the 11th September. Building Services assisted the staff move into the building.
- Refurbishment of recovery café in Whitehaugh Paisley – 85% completed
- Refurbishment of shop units at George Street for Property Services – 90% completed
- The refurbishment works at the Lochwinnoch Primary School nursery commenced on site on the 14th September
- Continuation of work to provide targeted upgrades to Paisley Grammar – liaising with the school business manager to complete the works.

The continuation of the upgrade of the smoke detector systems across the Renfrewshire Council Housing stock has not been able to recommence due to the Scottish Government guidelines. When we move to phase 4 of the route map this programmed work can be restarted.

4.12 Two electrical apprentices have recently qualified and secured fulltime posts in Building Services. Three apprentices have started their second year and Building Services have also recently adopted an adult electrical apprentice who had been made redundant prior to completing his apprenticeship. In addition, Building Services in conjunction with Housing Services are working in partnership to secure a further two adult apprentices who have been made redundant.

4.13 Two Technical and Productivity Supervisors who are studying for their Construction Management Honours degree at Glasgow Caledonian University have started their final year. has moved into their third year degree in Quantity Surveying A Hard FM Facilities Co-ordinator has recently completed an HNC in Facilities Management.

4.14 Building Services Staff have also secured five places on this year's Graduate Apprenticeship scheme in collaboration with Glasgow Caledonian University.

Support Services

- 4.15 From the initial days of lockdown, a number of Support Services staff were redeployed to provide management assistance on community care matters, namely; food preparation, distribution and welfare. During this period, only emergency/essential repairs, maintenance and compliance were actioned, as the national impact of COVID and furlough took hold.
- 4.16 Despite the challenges, the service continued to effectively manage and organise Planned Preventive Maintenance packages, in addition to statutory compliance across the estate, during this period.
- 4.17 The service played an essential role in ensuring buildings were safe and suitable for re-opening, liaising with community and departmental partners (e.g, Children Services/RLL). Working collectively with Property Services, buildings were inspected, hazards noted, and mitigation implemented prior to re-opening. Additionally, the service provided technical expertise and guidance on developing the Health & Safety risk assessment forms (HAZID's) on this matter.
- 4.18 As part of the re-opening protocols, particular focus was applied to water management, gas safety and fire & security. To date, the following compliance checks have been carried out:
- Over 110 properties were flushed fortnightly to ensure legionella and other harmful bacteria did not present a hazardous issue. Equally, water samples were taken and lab analysis carried out prior to all buildings re-opening.
 - Gas safety certification - Statutory
Gas Safety Commercial (Including Gas Soundness) 116
Gas Safety Domestic (Including Gas Soundness and Air Conditioning) 27
 - Fire safety inspections - Statutory
Fire Fighting Equipment Maintenance (Annual) 160
 - Fire safety inspections – Non-Statutory
Alarms - Fire (6 Monthly) 113

Additionally, the service provided the overall management of the Statutory Insurance inspection regime, engaging with HSB, to ensure lifts, boilers, pumps and selected electrical control panels remain fit and proper for continued use, in line with current legislation.

- 4.19 As part of mitigation works, the service managed the Health & Safety measures for the business support function within schools, ensuring offices and workspaces were fit for occupancy.
- 4.20 The service has, and continues to, inspect ventilation and air conditioning systems in all relevant properties, to ensure systems are being operated correctly, providing guidance and instruction to the end user, as required. This helps ensure adequate supplies of fresh air are maintained within said buildings.

4.21 The onset of COVID initially halted progress on large scale projects administered by the service, namely, Electric Vehicle Project (EV 2018-20), Time & Access Upgrade Project and Suited Electronic Key Locks (all projects Council Wide). Tentative steps have been taken to resume these projects, with EV planned for completion by the end of 2020, Time & Access to commence mid-October, with Suited Locks still to be confirmed.

4.22 The service is also actively involved in the council's fibre upgrade project engaging with, and providing technical expertise to, our ICT partners.

Soft FM (Facilities Management)

4.23 The service has recruited additional cleaning staff to ensure there are day-cleaners in all educational establishments. This measure has ensured that enhanced cleaning and hygiene measures are in place to minimise the spread of COVID-19. The service has also provided a reactive decontamination service in those locations where positive cases of COVID are identified to minimise the disruption to the school day.

4.24 The service continues to work closely with Health & Safety colleagues to ensure appropriate cleaning measures are in place to enable the safe re-opening of other council buildings.

4.25 The provision of school catering continues to be monitored to ensure that numbers within the dining halls are limited. A revised interim menu is now being offered to ensure there are hot food options available daily. This service will continue to be monitored between Facilities Management and Children's Services until the best means of providing the standard hot food menu can be introduced.

4.26 The recruitment of the new Soft FM Services management and supervisory structure has now been completed. Work is currently underway to carry out the site based recruitment, which is being carried out in a phased basis to ensure a smooth transition to the new Soft FM model over the coming months.

4.27 Soft FM are working closely with colleagues from Children's Services to ensure the phased implantation of the 1140 programme continues. Plans are in place to ensure the service can support the opening of the new build centres over the coming months.

4.28 Soft FM continues to support the continued delivery of the Community Meals' service. This service continues to support daily, around 500 vulnerable residents across Renfrewshire who rely on the service for the provision of hot meals

5. Key priorities and risks until next board cycle

5.1 The service-specific key priorities relating to our recovery work and immediate concerns between now and the next cycle of Board meetings include:

- **Building Services** - to restart routine and non-emergency repairs service.
- **Recommence the refurbishment projects** - Staff are now all back on site with all social distancing measures in place for safe working.
- **Contingency Planning** – in common with our colleagues across the Council, we are currently planning for a number of scenarios and local case management to provide public and staff reassurance where required.
- **Provision of school catering** – the provision of school catering has been amended to ensure that numbers within the dining halls are limited. This will continue to be monitored between Facilities Management and Children's Services staff to determine the best means of providing hot food safely within their school or centre.
- **Cleaning and enhanced hygiene measures** – continuing to support schools and other Council buildings for the safe return of pupils and staff and to deliver the additional daily cleaning requirements needed to minimise risk of transmission. Hygiene measures remain critical to minimise the spread of covid-19 and as such this remains a key priority.
- **Supporting the expansion** - of the 1140 hours of early years provision for all 3 and 4 year olds. Completing any building work required and soft FM staffing arrangements are in place, to ensure the expansion will be rolled out throughout 2020/21.
- **Remodelling of the Soft FM Service** –The service is continuing its consultation with Trade Unions whilst progressing with the next stage of site based staff in the recruitment process. Training plans for the new posts are being developed and it is anticipated that the new model will be fully implemented by the end of the financial year.

Implications of the Report

1. **Financial** – Any financial impact from COVID-19 referenced in this report will be progressed through the Council's financial & budget planning process.
2. **HR & Organisational Development** – Any staffing changes from COVID-19 referenced in this report will be progressed through the Council's HR policies, including home working and flexible working.
3. **Community/Council Planning** – the report details a range of activities which reflect local community and council planning themes.
4. **Legal** – None






5. **Property/Assets** - as facilities start to open in line with the Scottish Government Routemap, adjustment may have to be made to physical spaces to allow for physical distancing and to comply with relevant guidance.
6. **Information Technology** - None
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Advice and guidance is being given to protect the health and safety of employees and service users when carrying out priority services for the Council in line with government and health guidance
9. **Procurement** – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods and services required by the Council.
10. **Risk** – As noted in section 5, the CRMG are currently reviewing the Council's risk profile in light of the coronavirus pandemic and will report to board in November.
11. **Privacy Impact** – None
12. **COSLA Policy Position** – None
13. **Climate Change** – The installation of electric vehicle charging points will support the Council's climate change goals.

List of Background Papers - none

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Environment & Infrastructure Service Improvement Plan 2019-2022

Out-turn Monitoring Report

Action Status			
	Cancelled		Completed
	Overdue; Neglected		Not Started; In Progress; Assigned
	Unassigned; Check Progress		

Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Delivering repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire		<div><div>100%</div></div>	31-March 2020	Building Services continue to provide a high quality service to its customers with just below 95% of repairs being completed within time during 2019/20.
02	Deliver repairs and compliance services to all public buildings in Renfrewshire including schools		<div><div>100%</div></div>	31-March 2020	Repairs and maintenance compliance reached 76.81% up to Mid-March with many remaining tasks slipping into the new financial year as result of COVID. In addition, the service is in transition to a new Water management process migrating from




Council Plan Strategic Outcome 1:
Reshaping our place, our economy and our future

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					Greaves to CAMIS, there is a processing backlog that amounted to 22.99% of the compliance management tasks, that have not been updated.




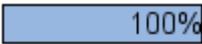



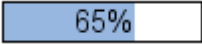
Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future

Performance Indicators

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
01 % of reported street lighting faults which were attended within the 7-day timescale		97.1%	95%	99.2%	95%	99.4%	95%	95%	95%	During 2019/20, 99.4% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
02 % of Overall repairs completed within time by building services		94.6%	95%	95%	95%	95%	95%	95%	95%	The year to date figure has met the expected target set out at the beginning of the year, which was 95%.
03 % of compliance tasks undertaken per year		New performance indicator 2019/20				94%	90%	90%	90%	Throughout all quarters of 2019/20, the figure for compliance tasks undertaken has remained above the annual target of 90%. There was a slight fall in performance in Quarter 4 due to COVID-19 causing access issues to properties meaning tasks could not be completed. Tasks are being rescheduled to ensure all relevant compliance is up to date for properties reopening.


Council Plan Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Priority Actions

Code	Action	Status	Progress	Due Date	Update
02	Promote equality and diversity through all services			31-Mar-2021	Service planning and delivery continue to support all Renfrewshire's residents.
03	Provide healthy hot meals during designated holiday periods through the Families First project			31-Mar-2020	The service worked collaboratively with Children's Services to deliver hot meals to eligible children during holiday periods. Due to the Covid-19 pandemic no camps took place over the spring break as planned, however the Council issued cash payments to the families of all children eligible for a school clothing grant. The service established a support packages humanitarian response to the pandemic, providing urgent food supplies and cooked meals to vulnerable families.
04	Deliver morning clubs in targeted areas			31-Mar-2020	Tackling Poverty morning clubs continued to be delivered in 9 primary schools and 1 secondary school until the school closures in March 2020. serving more than 2,000 healthy breakfasts on a daily basis.
05	Support the delivery of the 1140 hours early years provision			31-Dec-2020	Current estimate is 65%. The programmed completion for full roll out by August 2020 is now no longer applicable due to the Covid-19 pandemic. The




Council Plan Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					service continues to work closely with Children's Services to ensure that any ongoing phasing of 1140hrs within identified premises , while no longer a statutory duty, will proceed successfully. Further decisions regarding full implementation will be taken by the government at a later date.
06	Deliver a programme of engagement with schools, parents and pupils to improve school meal choices		<div><div>75%</div></div>	31-Mar-2020	Due to the Coronavirus pandemic, the Scottish Government has delayed the introduction of the revised school food regulations until April 2021. Consultation planned with parents and pupils has had to be postponed due to school closures. This process will be re-introduced when there is more clarity for the new arrangements in schools.


Council Plan Strategic Outcome 3:
Tackling inequality, ensuring opportunities for all

Performance Indicators

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
01 % uptake of free school meals in primary and secondary schools		73%	75%	67.2%	75%	60%	75%	75%	75%	Overall Free School Meal uptake across Primary and Secondary Schools for 2019/20 was 60%, which is below target of 75%.
02 % uptake of free school meals in primary schools		74.7%	74%	70.2%	75%	61.8%	75%	75%	75%	During 2019/20 consultation was undertaken with pupil groups across primary schools and the output from these meetings was used as part of the development of a new menu.
03 % uptake of free school meals in secondary schools		54.5%	75%	49.1%	75%	48.4%	75%	75%	75%	This new menu has reverted to a more traditional service which will be a precursor to the implementation of the Scottish Government's revised School Food Regulations which are due to be implemented by August 2020.





Council Plan Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

Priority Actions

Code	Action	Status	Progress	Due Date	Update
06	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action)		<div><div>10%</div></div>	31-Mar-2022	The school meal service in primaries currently holds the Soil Association's ' <i>Food for Life</i> ' served <i>here</i> Bronze Award. We will continue to work with the Soil Association to explore the possibility of working towards the Silver Award.






Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance		<div><div>75%</div></div>	31-Mar-2022	Environment & Infrastructure Services and officers from HR & Organisational Development meet every 2 weeks to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.
02	Implement the Council's new Organisational Development Strategy		<div><div>100%</div></div>	31-Mar-2021	The Council's Organisational Development Strategy has been implemented across all areas of Environment & Infrastructure.
03	A strategic planning approach to future skills and service requirements will be implemented		<div><div>100%</div></div>	31-Mar-2021	Dedicated resource has been provided to review the current arrangements for training and development of employees across the service. This has led to a significant increase in training taking place across the service alongside a renewed approach to recruitment of apprentices and graduate apprentices.
04	Active participation in Council's Transformational Programme		<div><div>100%</div></div>	31-Mar-2020	The service engaged with the first phase of Right for Renfrewshire and will continue to support the recommencement of this aligned with any existing service reviews.



Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
05	Better use of data and technology to improve services performance and delivery		<div><div>100%</div></div>	31-Mar-2020	<p>The service has developed apps to support officers in delivering frontline operational requirements. The service has implemented an online process for special uplifts provided through the Council's customer account portal, "MyAccount". A new mobile working platform is also being rolled out across the service.</p> <p>A new data analytics approach to how management information is used to support service improvement is being rolled out across each service area.</p>
06	Embed an integrated FM approach for housing repairs and maintenance and stores provision		<div><div>85%</div></div>	31-Mar-2020	This area has been placed on hold, and this area of works subject to significant delay to 2021 in line with the corporate approach to R4R.
07	Support the Council to implement the Business World system		<div><div>100%</div></div>	31-Mar-2020	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World.
08	Develop a strategic approach to asset management		<div><div>100%</div></div>	31-Mar-2020	The service is reviewing the systems used to record all asset management information with a view to reducing the number of systems in place and avoid duplication.
09	Progress the schools PPP contract and finalise the benchmarking of cleaning and catering services		<div><div>50%</div></div>	31-Mar-2020	The benchmarking of the cleaning and catering service continues to be under negotiation with the PPP contractor



Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
10	Ensure robust and up to date business continuity arrangements are in place		<div><div>100%</div></div>	31-Mar-2020	Environment and Infrastructure Business Continuity Plan was updated in May 2019. The service's Resilience Management Team hold quarterly meetings chaired by Head of Operations and Infrastructure to review recent incidents and lessons learned, business continuity exercises and any training required.
11	Review and maintain continuous improvement frameworks		<div><div>50%</div></div>	31-Mar-2020	<p>Environment and Infrastructure continued to demonstrate compliance with ISO9001 for quality management systems. It should be noted that the final audit of 2019/20 was curtailed at the start of the COVID-19 lockdown.</p> <p>In addition, Environment & Infrastructure, contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, ensuring compliance with defined health and safety standards to safeguard employees and customers.</p> <p>The Facilities Management Catering Service in Secondary Schools and Council run Care Homes as of the 31st March 2020 no longer retains its certification for Food Safety Management Systems. There will be a greater emphasis on internal auditing both from Environmental Health Officers and Internal Auditors from Soft FM and officers from Chief Executives which are embedded within Environment & Infrastructure.</p>




**Council Plan Strategic Outcome 5:
Working together to improve outcomes**

Performance Indicators

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)		New 18/19		13.88	10.74	16.44	13.7	13	12.7	<p>The cumulative absence performance for 2019/20 was 16.44 days lost per FTE employee and was above the 2019/20 target of 13.7.</p> <p>Officers from the service and from HR & Organisational Development meet every 2 weeks to monitor and support the progress of employees through the Council's Supporting Attendance process to ensure they are provided with the appropriate support required to return to work.</p>
02 % of members enquiries completed within timescale by Environment & Infrastructure		New performance indicator 2019/20				85%	85%	85%	85%	<p>Environment & Infrastructure received 5,672 members enquiries in 2019/20, of which 85% were responded to within timescale. This is an improvement on the performance for 2018/19 when there were 5,441 members enquiries, of which 77% were responded to within timescale.</p>

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

Performance Indicator	Current Status	2017/18		2018/19		2019/20		2020/21	2021/22	Explanation of Performance
		Value	Target	Value	Target	Value	Target	Target	Target	
03 % of FOI requests completed within timescale by Environment & Infrastructure		99%	100%	97%	100%	96%	100%	100%	100%	Environment & Infrastructure dealt with 212 Freedom of Information requests in the first two quarters of 2019/20, of which 201 (95%) were responded to within timescale. 75 of these requests were cross departmental and 137 were departmental.
04 % of front line resolutions dealt with within timescale by Environment & Infrastructure		85%	100%	75%	100%	67%	85%	85%	86%	Environment & Infrastructure received 3,122 front line resolutions in the first two quarters of 2019/20, of which 1,919 (61%) were responded to within timescale. In the same period the service dealt with 253 complaint investigations 203 (80%) of which were dealt with within the agreed timescale.
05 % of complaint investigations completed within timescale by Environment & Infrastructure		72%	100%	69%	100%	85%	95%	95%	95%	