

To: INFRASTRUCTURE LAND & ENVIRONMENT POLICY BOARD

On: 26 MAY 2021

Report by: DIRECTOR OF ENVIRONMENT & INFRASTRUCTURE

**Heading: ENVIRONMENT & INFRASTRUCTURE SERVICE
IMPROVEMENT PLAN: OVERVIEW OF PERFORMANCE
2020/21**

1. Summary

- 1.1 The purpose of this report is to provide an update on the performance of Environment & Infrastructure for the 12-month period to 31 March 2021 in relation to the Service Improvement Plan which was approved in March 2020. That plan was approved by this Policy Board before Covid-19 restrictions began to impact on services.
- 1.2 This report provides a summary of performance in the service for the 2020/21 period, with detailed explanation on all relevant actions and performance indicators. This includes details of those actions, performance indicators and targets across some areas which have been heavily disrupted as a result of Covid-19 restrictions.
- 1.3 The attached Service Improvement Action plan and Performance Scorecard (Appendix 1) show progress against the agreed priorities for the service which are aligned against the 5 Strategic Outcomes in the Council Plan for 2017 – 2022.
- 1.4 The main purpose of the report is to provide:
- Details of the key achievements of the service;
 - How the work of the service contributes to the priorities set out in the Council Plan;
 - A progress update on implementing the action plan; and
 - An assessment of performance in relation to the service scorecard of core performance indicators.

1.5 Despite the challenges of maintaining services throughout different stages of restrictions, Environment and Infrastructure continued to deliver on its priorities covering the areas of activity overseen by the Infrastructure, Land and Environment Policy Board. Key achievements that are relevant to the remit of this Policy Board have included:

- **COVID-19 Support Hubs** - In the early period of lockdown, the Social Transport team delivered around 900 food parcels a day
- **Roads Capital Investment Programme** - investing £8 million in roads, drainage and footpaths infrastructure during 2020/21.
- **Environment & Place** – Community activity in Team Up to Clean Up has increased despite the challenges of COVID-19.
- **Waste Services** - Despite the significant challenges, Waste Operations continued to deliver all essential frontline bin collection services throughout the COVID-19 pandemic.
- **Better Use of Data and Technology** – Data analytics supported improvements to the pothole repair service

1.6 In March 2020, the service identified key actions it aimed to achieve over the next three years, in order to deliver improved outcomes for local people and communities and contribute to the delivery of the Council Plan 2017-22. Given the unprecedented nature of events in 2020/21, these three-year plans have been curtailed and replaced by Service Delivery Plans which cover a single year (2021/22) and outline what each service plans to do to mitigate the effects of the pandemic and associated restrictions, as well as actions to support recovery and renewal. The Environment & Infrastructure Service Delivery Plan was presented to this Board on 24 March 2021 and was also presented to the Finance Policy Board on 31 March 2021.

2. Recommendations

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

- 2.1 Notes the progress made by Environment & Infrastructure on actions and performance indicators as detailed in Appendix 1 and as specific to the areas of activity delegated to this Policy Board;
 - 2.2 Notes that an outturn report will also be provided to the Finance, Resources and Customer Services Policy Board in respect of activity falling within its remit.
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3. Background

- 3.1 The Environment & Infrastructure Service Improvement Plan provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured.

4. COVID-19 Impact 2020/21

- 4.1 The pandemic has had a significant impact on the operation of the Council and on how services are delivered. There have been periods where national policy required some services to be paused.
- 4.2 Most services delivered by Environment & Infrastructure continued throughout the year. Even during subsequent lockdown periods, services continued to operate on a 'business as usual' footing and adapted to new ways of working.
- 4.3 The operating environment has changed frequently and often at short notice and the service has had to be flexible and adaptable to manage this change and adjust services accordingly.
- 4.4 As a result of the pandemic, actions, performance indicators and targets across some areas of service are no longer relevant or have been heavily disrupted, and there has been a significant shift in the priorities of services.

5. Summary of main achievements

5.1 The key achievements of Environment & Infrastructure, for financial year 2020/21, are highlighted below. Full details of the progress in terms of implementing the actions outlined in the service improvement plan are detailed in Appendix 1 to this report.

- COVID-19 Support Hubs - In the early period of lockdown, the Social Transport team delivered around 900 food parcels a day from Castlehead and Gleniffer High Schools, supporting colleagues in Soft FM with the planning and distribution of the Community Meals Service to vulnerable people across Renfrewshire. The duties further expanded when they supported the HSCP in the daily collection and delivery of hand sanitiser and PPE to Dykebar, Royal Alexandra and Queen Elizabeth hospitals as well as to our front-line staff in social care teams throughout Renfrewshire.
- Roads Capital Investment Programme - a total of £8 million was invested in roads, drainage and footpaths infrastructure during 2020/21 delivering improvements to both strategic and local roads. Work commenced in July following the COVID-19 lockdown. Given the loss of the first three and a half months of the 7 month programme, 52 carriageways were resurfaced, 16 carriageways surface dressed, 5 carriageways micro-surfaced and pre-patched, surface dressing carried out on 15 carriageways and 23 footways resurfaced.
- The service took the opportunity of the reduced traffic volumes during lockdown to carry out emergency works on our network which would have been difficult to complete under normal conditions. Examples of this include new bus bays and repairs to riverside core paths which required to be closed to the public due to instability. The repaired paths provided greater access links for pedestrians.
- Phase 2 of the £300,000 segregated shared cycle way project from Bishopton to Glasgow Airport, with all works completed by March 2021. This is an important element in the Council's cycling strategy network and will connect to City Deal's proposals for around the airport.
- Despite the significant challenges, Waste Operations continued to deliver all essential frontline bin collection services throughout the COVID-19 pandemic. The team operated with a reduced workforce and was supported by staff from other services, both from within the department and from other departments, to ensure a consistent collection service was delivered throughout - including collections for residual waste, recycling,

food and garden waste.

- Following easing of restrictions after the first lockdown, StreetScene commenced the grass cutting seasons in mid-summer, cutting grass across all open spaces in our communities.
- In May 2020, work began to secure Renfrewshire's most prolific fly tipping hotspots with gates installed at the entry points to the old Craigielea sports field, a high fence erected preventing access to the gorge on Gleniffer Braes, and gates preventing vehicle access to Brownside Farm in Paisley.
- The COVID-19 pandemic acted as a catalyst for Team Up to Clean Up litter picking activity. Volunteers ventured out alone, or with their families, to clean up their neighbourhoods. A few groups, including supermarkets, church groups and scouts got involved as well as local schools, however group activity was notably reduced.
- Funding was secured from Transport Scotland for 24 electric vehicles. This mix of cars, light vans and 3.5 tonne vans will replace diesel vehicles. In addition, grant funding for Non-Public Workplace Charging has been secured following a successful application process with Energy Saving Trust. Two electric minibuses have started road trials and will play an important role in supporting Social Transport services as well as increasing the percentage of the vehicle fleet which uses alternative fuels.
- In the early period of lockdown, the Social Transport team delivered around 900 food parcels a day from Castlehead and Gleniffer High Schools, supporting colleagues in Soft FM with the planning and distribution of the Community Meals Service to vulnerable people across Renfrewshire. The duties further expanded when they supported the HSCP in the daily collection and delivery of hand sanitiser and PPE to Dykebar, Royal Alexandra and Queen Elizabeth hospitals as well as to our front-line staff in social care teams throughout Renfrewshire.
- The Social Transport Team has also provided support vehicles and drivers to those services who are affected by physical distancing requirements. This provided assistance to colleagues in Waste and StreetScene to ensure they were safely transported around Renfrewshire and continued to deliver vital frontline services.
- Better Use of Data & Technology - New apps have also been developed 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". Using

improved data analytics achieved significant improvement in pothole repair performance

6. Areas where actions have been reviewed or delayed

6.1 Due to the COVID-19 pandemic some actions were required to be paused. These include:

- Deliver a participatory budget programme for infrastructure and transportation
- Commence digital scheduling and real time recording of StreetScene activities
- Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. **(Council Plan Action)**
- Implement a new commercial waste service model
- Development of Wildflower Areas and tree planting areas

6.2 The remaining actions have been progressing in line with anticipated timescales.

7. Progress against service scorecard

7.1 The performance scorecard contains 31 indicators, of which 8 are for information only and have no target. Of those indicators with targets, 15 are performing strongly, 4 are slightly short of target and need monitoring and 4 are currently behind target.

7.2 The full performance scorecard is included as part of Appendix 1 of this report.

7.3 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service will release a first draft of the 2020/21 data in February 2022.

7.4 Some examples of good performance, with particular relevance to this Policy Board include:

- The street cleanliness score increased from 91.9% to 94.5%. This is an improvement of 2.6%. Relative to the rest of Scotland moved from being ranked 21st to 12th;

- The percentage of A, B, C and Unclassified road network considered for treatment all met their targets. The 2019/20 data is the most up to date information available for these performance indicators;
- There has been a further reduction in CO₂ emissions from public space lighting. This shows a performance improvement in 2020/21 compared to the previous year. There was a 9% reduction in CO₂ between 2019/20 and 2020/21. Any future improvements will level out as the LED programme is substantially complete;
- The percentage of the vehicle fleet which uses alternative fuels, such as electricity, at 23.7% has exceeded its performance target (23%);
- The percentage of potholes repaired was above target performance during 2020/21 and has seen an improvement from 37% in 2019/20 to 77% this year; and
- Environment & Infrastructure received 5,036 members enquiries in 2020/21, of which 86.4% were responded to within timescale. This is an improvement on the performance for 2019/20 when there were 5,672 members enquiries, of which 85% were responded to within timescale.
- The amount of CO₂ emitted by the public vehicle fleet has decreased from 3,427 tonnes in 2019/20 to 2,992 tonnes in 2019/20 exceeding its target for the first time in three years.

7.5 A few of the performance indicators are currently performing below target in the service scorecard and require improvement:

- Environment & Infrastructure recorded an overall absence rate, for 2020/21, of 17.02 days lost per FTE employee, above the target of 13.07. The Operations and Infrastructure services performed better than the service as a whole during 2020/21 with an overall absence rate 8.73 days lost per FTE. Officers from the service 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.
- Environment & Infrastructure received 4,109 front line resolutions in 2020/21, of which 68% were responded to within timescale. In the same period the service dealt with 445 complaint investigations 58% of which were dealt with within the agreed timescale. A new corporate complaints recording system was introduced across the Council from 1st April, 2020. Unfortunately, due to the Covid-19 pandemic, training was only able to be carried out online. During this period staff also undertook other duties

relating to the pandemic. However, performance has improved during 2020/21 as staff became familiar with the new system. Ongoing training and improvements to the system continue.

Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2020/21.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & Infrastructure, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community & Council Planning**

Reshaping our place, our economy and our future – actively involved in delivering the public realm aspects of Paisley 2021 Legacy and supporting the Invest in Renfrewshire scheme. The service is also contributing towards: the Economic Framework and Paisley Town Centre Action Plan, maintaining and improving strategic road, rail and transport connections; and supporting the Glasgow City Region/City Deal.

Tackling inequality, ensuring opportunities for all – The service is also working to develop and deliver a Respectful Funeral Service.

Creating a sustainable Renfrewshire for all to enjoy – The service leads on the Environment and Place agenda, promotes and encourages waste minimisation through reducing, reusing and recycling, and increasing the use of alternative fuels in the Council fleet. It also works in partnership with the community to make Renfrewshire a cleaner place to live, visit or do business.

Working together to improve outcomes – the service is committed to the delivery of the Better Council Change Programme to deliver workforce integration and make better use of the Council's assets.

4. **Legal** – None.
5. **Property/Assets** – None.

6. **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.
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. 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. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.
8. **Health & Safety** – The Service Improvement Plan supports Environment & Infrastructure's commitment to ensuring effective Health & Safety management.
9. **Procurement** – None.
10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Environment & Infrastructure Risk Register.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** – Not applicable

List of Background Papers: None

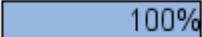
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Environment & Infrastructure Service Improvement Plan 2020-2023 Out-turn Monitoring Report

| 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 | Deliver the 2020/21 roads and footways capital investment programme - £8 million |  |  | 31-Mar-2021 | The Roads and Footways programme was successfully completed in 2020/21 with the schemes postponed during the pandemic now being delivered in 2021/22 |
| 02 | Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action) |  |  | 31-Mar-2021 | Restrictions due to the Covid-19 pandemic have had an impact on the ability to deliver infrastructure improvements this year. However, progress continues to be made on improving accessibility for disabled people at |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|--|-------------|--|
| | | | | | <p>bus stops and providing new bus shelters in Renfrewshire and the strengthening of Crosslee Bridge, over the National Cycle Route N7. The opportunity has also been taken to progress designs for an off-road cycle link to the Hawkhead housing development and a bus turning loop in Erskine.</p> <p>The progress of the refurbishment of the footbridge across the White Cart was also delayed by Covid-19 restrictions and is now planned for reopening to pedestrian and cycle traffic in mid-May 2021.</p> |
| 03 | Support the delivery of City Deal initiatives, combining roads and active travel projects into a coherent network for all road users |  |  | 31-Mar-2021 | The service continued to support the projects associated with the City Deal programme throughout 2020/21. The joint working arrangements has ensured opportunities are maximised to improve road and active travel infrastructure in areas surrounding City Deal projects. |
| 04 | Lead on the works to improve the transport infrastructure in Paisley Town Centre |  |  | 31-Mar-2021 | Public realm works are being led by the Cultural Infrastructure team with Environment & Infrastructure leading on the traffic and transportation improvements. A public consultation exercise was carried out which |

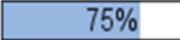
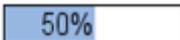
**Council Plan Strategic Outcome I:
Reshaping our place, our economy and our future**

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|---|-------------|---|
| | | | | | outlined broad support for the key interventions identified. The consultation feedback will form a key part of the design stages going forward. This will be subject to further consultation prior to agreement on a final design. The intended appointment of a design consultant in January 2020 was delayed by Covid-19 restrictions. |
| 05 | Support economic regeneration and job creation through the regeneration and revitalisation of town centres and the creation of a town centres action plan |  |  100% | 31-Mar-2021 | The service successfully concluded an investment programme in Renfrew and Johnstone town centres with upgrades to street lighting and infrastructure through the town centre regeneration fund |
| 06 | Deliver an increase in cycling infrastructure across Renfrewshire |  |  100% | 31-Mar-2021 | <p>The service has continued to work with its funding partners SPT, Sustrans and Paths for All to introduce and encourage the use of a network of walking and cycling routes to offer realistic alternative commuter routes between residential districts and employment opportunities with the potential to reduce congestion and pollution.</p> <p>Progress includes the building of phase 1 of a cycle route from Bishopton to Glasgow Airport; public consultation exercises on junction safety improvements at Southholm Roundabout,</p> |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|--|-------------|---|
| | | | | | Erskine; cycle routes between Bridge of Weir and Houston and Howwood and Paisley; plus the tendering of a contract to construct a cycle route from Paisley to Renfrew. |
| 07 | Implement the transfer of the Council's traffic light infrastructure from analogue to digital |  |  | 30-Jun-2022 | Analogue BT traffic signal communications lines have been replaced with 4G mobile technology. CCTV cameras have also been installed at key junctions throughout the network to improve real time monitoring and reaction times for incident response. |
| 08 | Development of a comprehensive transportation improvement plan in response to the new Transport Act, National Transport Strategy and Regional Transport Strategy |  |  | 31-Mar-2021 | The development of the Regional Transport Strategy (RTS) has been delayed due to the COVID-19 pandemic and as such this action will commence once the RTS process is concluded. |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|---|---|---------|--------|---------|--------|---|--------|---------|--|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 01 | (Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall |  | 32.8% | 35% | 32.9% | 32.5% | Data for 2020/21 will not be published until January 2022 | 32.5% | 32% | This is an annual indicator and relates to financial year 2019/20 and therefore was before the COVID-19 pandemic. |
| 02 | (Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads |  | 23% | 25% | 19.97% | 22.5% | Data for 2020/21 will not be published until January 2022 | 22.5% | 22% | These are annual LGBF Indicators and relate to financial year 2019/20 and therefore was before the COVID-19 pandemic. The 2020/21 data will not be published until January 2022. |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|---|---|---------|--------|---------|--------|---|--------|---------|---|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 03 | (Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads |  | 24.7% | 25% | 24.09% | 24.5% | Data for 2020/21 will not be published until January 2022 | 24.5% | 24% | These are annual LGBF Indicators and relate to financial year 2019/20 and therefore was before the COVID-19 pandemic. The 2020/21 data will not be published until January 2022. |
| 04 | (Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads |  | 37.9% | 35% | 34.19% | 36.5% | Data for 2020/21 will not be published until January 2022 | 36.5% | 36% | These are annual LGBF Indicators and relate to financial year 2019/20 and therefore was before the COVID-19 pandemic. The 2020/21 data will not be published until January 2022. |
| 05 | (Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads |  | 36.9% | 36% | 35.39% | 36.5% | Data for 2020/21 will not be published until January 2022 | 36.5% | 36% | These are annual LGBF Indicators and relate to financial year 2019/20 and therefore was before the COVID-19 pandemic. The 2020/21 data will not be published until January 2022. |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|--|--|---------|--------|---------|--------|---------|--------|---------|--|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 06 | % of Statutory road inspections categories completed on target: Category A |  | 95% | 100% | 100% | 100% | 100% | 100% | 100% | <p>In 2020/21 the statutory road inspections were achieved for category A, category B & category C. The annual performance for these indicators was 100%.</p> <p>The three categories of statutory inspections relate to the timing of inspections and are categorised as follows: A - Undertaken during the progress of the works; B – Undertaken within the six months following interim or permanent reinstatement; C – Undertaken within the three months preceding the end of the guarantee period.</p> |
| 07 | % of Statutory road inspections categories completed on target: Category B |  | 100% | 100% | 100% | 100% | 100% | 100% | 100% | |
| 08 | % of Statutory road inspections categories completed on target: Category C |  | 100% | 100% | 100% | 100% | 100% | 100% | 100% | |
| 09 | % of pothole repairs completed within timescales |  | 50% | 75% | 37% | 75% | 77% | 75% | 80% | |

**Council Plan Strategic Outcome 2:
Building strong, safe and resilient communities**

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|------------------------|----------------|---|
| 01 | Deliver a participatory budget programme for infrastructure and transportation |  | Paused due to COVID-19 | 31 March 20221 | The participatory budget programme for infrastructure and transportation was paused during 2020/21 due to the COVID-19 pandemic. It will be carried out in 2021/22. |

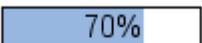
**Council Plan Strategic Outcome 4:
Creating a sustainable Renfrewshire for all to enjoy**

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|--|---------------|--|
| 01 | Deliver a programme of enhanced operational environmental and community support activities for environment and place |  |  | 31 March 2021 | <p>During 2020/21 the service targeted fly-tipping and addressed a number of areas where extensive flytipping over the years had blighted the community. Work was also undertaken to secure other open spaces where fly-tipping is prevalent.</p> <p>The COVID-19 pandemic acted as a catalyst for Team Up to Clean Up litter picking activity. Volunteers, many furloughed or with less hours needed on site for work, ventured out alone, or with their families, to clean up their neighbourhoods. This resulted in almost 700 litter picking kits being handed out to volunteers across Renfrewshire in 2020/21. An unprecedented volume of community activity has taken place over the last 12 months; 2,958 volunteers have gone out litterpicking on 1,842 occasions, removing 8,781 bags of litter from Renfrewshire streets and green spaces. StreetScene Services supported the Campaign by promptly uplifting bags and disposing of flytipping. The group's Facebook community group has grown from 750 members in 2019, to 2.4k group members.</p> |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|--|-------------|--|
| 02 | Commence digital scheduling and real time recording of StreetScene activities |  | Paused due to COVID-19 | 31-Mar-2021 | Commence digital scheduling and real time recording of StreetScene activities was paused during 2020/21 due to the COVID-19 pandemic. |
| 03 | Develop action plans to address flooding risk in Renfrewshire |  |  | 31-Mar-2021 | Through the Flood Risk Management (Scotland) Act 2009 (Cycle 2, 22.06.16 – 22.06.22) collaboration continues with SEPA, Scottish Water, the national parks authority and neighbouring councils to identify the most sustainable combination of measures to reduce overall flood risk to the community, the environment, cultural heritage and the economy. |
| 04 | Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action) |  |  | 31-Mar-2022 | The serviced secured funding from Transport Scotland for 24 electric vehicles. This mix of cars, light vans and 3.5 tonne vans which will replace diesel fleet vehicles based at Underwood Road Depot. In addition, grant funding has been secured following a successful application process with Energy Savings Trust and Office for Zero Emission Vehicles On-Street residential charging point scheme to increase the number of EV charging points across Renfrewshire |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|--|---------------|--|
| 05 | Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action) |  | On hold | 31 March 2023 | Development of the Housing Charter, Circular Economy and Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPRS) schemes are currently on hold awaiting a Scottish Government reviewing of the impact of DRS and EPRS and the COVID-19 pandemic. |
| 06 | Implement revised access arrangements for vans and trailers to Renfrewshire's Household Waste Recycling Centres |  |  | 31 March 2021 | All vans and commercial vehicles now need a permit before entering HWRC. |
| 07 | Implement a new commercial waste service model |  |  | 31 March 2021 | Surveys were being carried out with all commercial customers to gather information in order to provide an efficient service that meets their business needs and improves recycling rates and reduces levels of residual waste. Surveys were halted due to COVID-19 with a large proportion of commercial customers temporarily closing their businesses. The remaining surveys will be carried out when it is possible to do so. |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|--|---------------|---|
| 08 | Development of Wildflower Areas and tree planting areas |  | Paused due to COVID-19 | 31 March 2021 | Development of Wildflower Areas and tree planting areas was paused during 2020/21 due to the COVID-19 pandemic. |
| 09 | Develop and implement a long term sustainable leachate and surface water management plan for Linwood Moss |  |  | 31 March 2021 | <p>The overall aim is to remove the requirement for leachate treatment and to design a passive system where the leachate and surface waters are mixed before being discharged to the unnamed tributary of the River Gryffe. Once all the data has been collated and reported we will present to SEPA and commence discussions to agree the variations to the waste management licence.</p> <p>There will be a period of monitoring required to ensure the leachate mixed with surface water is not causing an impact downstream and following this the existing treatment plant will be de-commissioned and the top lagoon filled in.</p> <p>SEPA are keen to see the surrender of the waste management licences for sites such as Linwood Moss, however, to achieve this they need to be satisfied that the landfill is in continuity with the surrounding environment and robust data is key to this.</p> |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|--|---|---------|--------|---------|--------|---|--------|---------|---|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 01 | Street Cleanliness Score - % of areas assessed as clean |  | 91.9% | 90% | 94.5% | 92% | Data for 2020/21 will not be published until January 2022 | 92% | 94.5% | <p>The percentage of Renfrewshire's street assessed as clean was 94.5% for 2019/20. This is an improvement of 2.6% on the previous year's performance. This figure is provisional and is awaiting verification by Keep Scotland Beautiful.</p> <p>The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB).</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.</p> |
| 02 | Amount of CO ₂ emitted by the public vehicle fleet |  | 3,836 | 2,840 | 3,427 | 2,730 | 2,992 | 3,250 | 3,000 | The amount of CO ₂ emitted by the public vehicle fleet has reduced from 3,427 in 2019/20 to 2,992 in 2020/21 below the target of 3,250. |
| 03 | % of the vehicle fleet which uses alternative fuels, such as electricity |  | 9.8% | 9% | 18.2% | 21% | 23.7% | 23% | 25% | Renfrewshire Council have purchased 14 Electric Vehicles to add to our zero emissions fleet of cars, light vans, minibuses and large goods vehicles resulting in almost a quarter of the fleet now using alternative fuel sources. |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|--|---|-----------------------------------|--------|---------|--------|---------|--------|---------|---|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 04 | Reduce the amount of CO ₂ emitted from public space lighting |  | 1,679 | 1,750 | 1,493 | 1,750 | 1,368 | 1,700 | 1,700 | <p>There has been a slight reduction in CO₂ emissions from public space lighting due to a small number of the remaining 'conventional' lanterns transferring to LED.</p> <p>This figure shows an improvement in 2020/21 compared to the previous year. There was a 9% reduction in CO₂ between 2019/20 and 2020/21. Any future improvements will level out as the LED programme is substantially complete.</p> |
| 05 | % of bins uplifted first time |  | New performance indicator 2019/20 | | 99.8% | 99.9% | 99.8% | 99.9% | 99.9% | <p>The percentage of bins uplifted first time in 20/21 was 99.8%. This is slightly below target of 99.9% however the service was working under the difficult early stages of the Covid-19 pandemic with the associated staff shortages as result of employees shielding and isolating. The service was supported by staff from other service areas within the department and continued to provide full refuse collection services throughout this period.</p> |
| 06 | Zone all cemeteries and burial grounds in line with Memorial and Headstone Inspection Policy |  | New performance indicator 2020/21 | | | | 100% | 100% | 100% | <p>All cemeteries and burial grounds were zoned in 2020/21 in line with the Memorial and Headstone Inspection Policy.</p> |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|---|---|-----------------------------------|--------|---------|--------|--------------------------|--------|---------|---|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 07 | Complete Inspection process for all headstones and burial grounds |  | New performance indicator 2020/21 | | | | 6% | 40% | 80% | Inspection process was impacted by COVID-19 pandemic. A new approach has commenced and will allow more resource to be directed to this activity |
| Code | Performance Indicator | Current Status | 2018 | | 2019 | | 2020 | | 2021 | Explanation of Performance |
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 08 | % of Household Waste Recycled (Calendar year data) (LGBF Indicator) |  | 49.2% | 50% | 53% | 54% | 48.9% (not yet verified) | 54% | 50% | Recycling levels are likely to have been impacted by COVID-19. There have been greater yields in some waste streams and the overall rate will also be affected by the temporary closure of the HWRCs. |
| 09 | % of Household waste collected which is landfilled (Calendar year data) |  | 20.3% | 33% | 5.7% | 16% | 9.5% (not yet verified) | 16% | 5% | Recycling levels are likely to have been impacted by COVID-19. There have been greater yields in some waste streams and the overall rate will also be affected by the temporary closure of the HWRCs. |

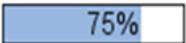
**Council Plan Strategic Outcome 5:
Working together to improve outcomes**

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|--|---------------|---|
| 01 | Provide our employees with the appropriate support to manage their attendance |  | <div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 50% | 31 March 2021 | Environment & Infrastructure Services and officers from HR & Organisational Development meet regularly 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 style="width: 70%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 70% | 31 March 2021 | The Organisational Development Strategy has been implemented across all areas of Environment & Infrastructure and will be reflected in the Council's new People's Strategy. |
| 03 | A strategic planning approach to future skills, training and service requirements will be implemented |  | <div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100% | 31 March 2021 | Dedicated resource was provided to review the existing arrangements for training and development of employees across the service. This 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 Right for Renfrewshire Transformational Programme |  | <div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 50% | 31 March 2021 | 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. |

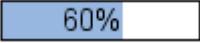
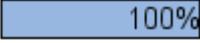
**Council Plan Strategic Outcome 5:
Working together to improve outcomes**

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|--|---------------|--|
| 05 | Better use of data and technology to improve services performance and delivery |  |  | 31 March 2021 | <p>The service has developed apps to support officers in delivering frontline operational requirements. It has implemented an online process for special uplifts provided through the Council's customer account portal, "MyAccount". A Gully App has also been developed to support gully maintenance.</p> <p>A new data analytics approach to how management information is used to support service improvement has been rolled out across each service area.</p> |
| 06 | Deliver agreed operational efficiencies through fleet utilisation and rationalisation |  |  | 31 March 2021 | <p>The operational efficiencies achieved through this process was delayed due to availability of both new and hire vehicles due to both Brexit and COVID, each affecting manufacturing and transportation supply chains.</p> <p>Renfrewshire's operational fleet numbers were increased to cope with the demand pressures in supporting front line COVID operations and driven by Government regulations for social distancing in vehicles.</p> <p>Fleet Services secured funding from Transport Scotland electric vehicle grants and aligned this to funds from the Vehicle Replacement Fund capitalised by procuring an additional 24 electric vehicles into the core fleet.</p> <p>In addition, grant funding from Transport Scotland was secured for infrastructure development to support on street and residential home vehicles charge points. This funding will also allow electric vehicles to supply 7 day a week community meals and delivery of bus social transport services to homes and centres as well as increasing the Underwood Road Depot charging infrastructure.</p> |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|--|---------------|---|
| 07 | Deliver improvements in the Council's Cemeteries estate |  |  | 31 March 2023 | During 2020/21 planned for Inchinnan Cemetery were completed in summer 2020. These works included the construction of an internal road and associated layby within the cemetery with a new access was created. In addition to this drainage works and roads and path upgrades within the cemetery were undertaken. Prep work for the next phase of drainage work at Hawkhead have also been undertaken. |
| 08 | Support the Council to implement the Business World system |  |  | 31 March 2021 | Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World. |
| 09 | Support the Council in the creation, implementation and roll out of the new corporate complaints system |  |  | 31 March 2021 | <p>The service has rolled out the new complaint system across all service areas, despite the significant emergency response provided by the service during the pandemic, we have implemented the system and complied with the SPSO statutory duty on complaints handling.</p> <p>In terms of the roll out, as well as using council wide training materials such as webinars, we have also delivered a number of bespoke one on one session to managers and staff, to enhance usage, optimisation and performance. We are working directly with officers in Chief Executive's Service and the Digital First team to further improve the system and reporting mechanisms for Environment & Infrastructure.</p> |
| 10 | Embed new approaches to staff engagement across all areas of the service |  |  | 31 March 2021 | The service's staff panel and newsletter were impacted by the COVID-19 restrictions and guidelines. However, staff were kept up to date through letters from the Director and the service were well represented in the Staff Weekly news and letters which were the main vehicles for communicating with staff during the pandemic. |

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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|---|---------------|--|
| 11 | Ensure robust and up to date business continuity arrangements are in place |  |  100% | 31 March 2021 | 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. |
| 12 | Review and maintain continuous improvement frameworks |  |  100% | 31 March 2021 | During 2020/21 audits and assessments were paused due to the demands of the COVID-19 response. These are currently being reviewed in line with Council recovery process. |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|--|---|-----------------------------------|--------|---------|--------|---------|--------|---------|--|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 01 | 01 Average number of work days lost through sickness absence per employee (FTE) (cumulative) |  | 13.88 | 10.74 | 16.44 | 13.7 | 17.02 | 13.7 | 13 | <p>The cumulative absence performance for 20/21 was 17.02 days lost per FTE employee and was above the 2020/21 target of 13.7.</p> <p>Officers from the service 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 | 02 % of members enquiries completed within timescale by E&I |  | New performance indicator 2019/20 | | 85% | 85% | 86.4% | 85% | 85% | Environment & Infrastructure received 5,036 members enquiries in 2020/21, of which 86.4% were responded to within timescale. This is an improvement on the performance for 2019/20 when there were 5,672 members enquiries, of which 85% were responded to within timescale. |
| 03 | 03 % of FOI requests completed within timescale by E&I |  | 97% | 100% | 96% | 100% | 97% | 100% | 100% | Environment & Infrastructure dealt with 301 Freedom of Information requests in 2020/21, of which 293 (97%) were responded to within timescale. 98 of these requests were cross departmental and 203 were departmental. |
| 04 | 04 % of front line resolutions dealt with within timescale by E&I |  | 75% | 100% | 67% | 85% | 68% | 85% | 85% | <p>Environment & Infrastructure received 4,109 front line resolutions in 2020/21, of which 68% were responded to within timescale</p> <p>In the same period the service dealt with 445</p> |

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|--|---|---------|--------|---------|--------|---|--------|---------|--|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 05 | 05 % of complaint investigations completed within timescale by E&I |  | 69% | 100% | 85% | 95% | 58% | 95% | 95% | complaint investigations 58% of which were dealt with within the agreed timescale. |
| 06 | Cost of Maintenance per Kilometre of roads (LGBF Indicator) |  | £18,050 | N/A | £17,932 | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | The data is published by the Improvement Service on an annual basis as part of the Local Government Benchmarking Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 25 th in 2018/19 to 26 th in 2019/20. The 2019/20 costs reflect the £8.1m roads capital investment programme allocation expenditure on roads and pavements. This significant capital allocation to roads improvements is expected to lead to ongoing performance of above average spend reflecting the current focus on investment in the road's infrastructure. Data for 2020/21 will not be published until January 2022 (LGBF indicator) |
| 07 | % of adults satisfied with parks and open spaces (LGBF Indicator) |  | 84% | N/A | 83.77% | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 17 th in 2018/19 to 18 th in 2019/20. Data for 2020/21 will not be published until January 2022. (LGBF Indicator) |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|---|---|---------|--------|---------|--------|---|--------|---------|---|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 08 | Cost of parks and open spaces per 1,000 of the population (LGBF Indicator) |  | £30,446 | N/A | £25,221 | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This is an indicator from the Local Government Benchmarking Framework extracted from the LFR information from the Scottish Government – Renfrewshire's ranking moved from 31 st in 2018/19 to 26 th in 2019/20. The increased costs of parks and open spaces per 1,000 population for 2019/20 reflects internal changes to how income is included on the Local Finance Return, as the 2019/20 costs now include recharges to other council services. A further increase in costs can be attributed to the pay award and the additional funding received for environmental improvements. (LGBF Indicator) |
| 09 | % of adults satisfied with refuse collection (LGBF Indicator) |  | 79.63% | N/A | 70.63% | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 20 th in 2018/19 to 24 th in 2019/20. (LGBF Indicator) |
| 10 | Net cost of waste collection per premise (LGBF Indicator) |  | £59.45 | N/A | £67.82 | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 12 th in 2018/19 to 20 th in 2019/20. Data for 2020/21 will not be published until January 2022. (LGBF Indicator) |

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

Performance Indicators

| Code | Performance Indicator | Current Status | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | Explanation of Performance |
|------|--|---|---------|--------|---------|--------|---|--------|---------|--|
| | | | Value | Target | Value | Target | Value | Target | Target | |
| 11 | Net cost of waste disposal per premise (LGBF Indicator) |  | £108.84 | N/A | £106.52 | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 24th in 2018/19 to 23rd in 2019/20. Data for 2020/21 will not be published until January 2022. (LGBF Indicator) |
| 12 | % of adults satisfied with street cleaning (LGBF Indicator) |  | 60.10% | N/A | 52.77% | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This is an indicator from the Local Government Benchmarking Framework extracted from the results of the Scottish Household Survey – Renfrewshire's ranking moved from 29th in 2018/19 to 31st in 2019/20. Data for 2020/21 will not be published until January 2022. (LGBF Indicator) |
| 13 | Net cost of street cleaning per 1,000 of the population (LGBF Indicator) |  | £6,114 | N/A | £5,974 | N/A | Data for 2020/21 will not be published until January 2022 | N/A | N/A | This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. Renfrewshire's ranking moved from 2nd in 2018/19 to 1 st in 2019/20. Data for 2020/21 will not be published until January 2022. (LGBF Indicator) |