
To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 2 JUNE 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 Finance, Resources and Customer Services Policy Board. Key achievements that are relevant to the remit of this Policy Board have included:

- COVID-19 Support Hubs - Building Services and Soft FM had significant involvement with the support hubs during the pandemic, helping with support packages, delivering meals on wheels; meals to care homes; and delivering pack lunches for the support hubs staff.
- The provision of school catering has continued to be monitored to ensure that the school meals' service is delivered safely and in accordance with COVID-19 guidance.
- Soft FM recruited additional cleaning staff to ensure day-cleaners coverage was available in all educational establishments.
- At the start of lockdown, due to the pressure on Health and Social Care Partnership to deliver other critical services, Soft FM staff took on the operation of the Community Meals Service, which delivers to the communities throughout Renfrewshire.
- Building Services built and supplied infrastructure for the asymptomatic test site at Johnstone Town Hall and have provided similar support for the mass vaccination centres within Renfrewshire.
- Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour maintenance service of the street lighting network for Renfrewshire residents.

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 31 March 2021 and was also presented to the Infrastructure, Land and Environment Policy Board on 24 March 2021.

2. Recommendations

It is recommended that the Finance, Resources and Customer Services 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 has also be provided to the Infrastructure, Land and Environment Policy Board in respect of activity falling within its remit.

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.

- The Council established its response to the pandemic with a programme of support packages being delivered to vulnerable families. Building Services and Soft FM had significant involvement with the support hubs during the pandemic, helping with support packages, delivering meals on wheels; meals to care homes; and delivering pack lunches for the support hubs staff. This provision included freshly prepared meals for 7 days per week together with a weekly package of essential items. These were delivered to around 2,200 households across Renfrewshire and reached the milestone of providing more than 500,000 meals to these vulnerable families.
- The provision of school catering has continued to be monitored to ensure that the school meals' service is delivered safely and in accordance with COVID-19 guidance. A revised interim menu was delivered to ensure there was hot food options available daily. This service continues to be provided to vulnerable children and children of key workers who are attending school during lockdown.
- Soft FM recruited additional cleaning staff to ensure day-cleaners coverage was available in all educational establishments. This measure has ensured that enhanced cleaning and hygiene measures were in place to minimise the spread of COVID-19. The service has continued to provide a reactive decontamination service in those locations where positive cases of COVID-19 are identified to minimise the disruption to the school day.
- At the start of lockdown, due to the pressure on Health and Social Care Partnership to deliver other critical services, Soft FM staff took on the operation of the Community Meals Service, which delivers to the communities throughout Renfrewshire. During lockdown this service was supported by officers from janitorial, Building Services operatives and drivers from Social Transport. Soft FM continues to deliver this vital service.
- Building Services built and supplied infrastructure for the asymptomatic test site at Johnstone Town Hall and have provided similar support for the mass vaccination centres within Renfrewshire.

- Throughout lockdown the street lighting maintenance service has continued to provide a 24-hour maintenance service of the street lighting network for Renfrewshire residents.

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:

- Family first holiday service - Restrictions due to the Covid-19 pandemic impacted on the ability to provide the Families First holiday service the service was paused.
- Tackling poverty morning clubs - Restrictions due to the Covid-19 pandemic have resulted in the closure of schools during the pandemic, the Tackling Poverty Morning Clubs were paused.
- Restrictions due to the Covid-19 pandemic have had an impact on the ability to achieve Sustainable Food City Status. However, this is still a priority for the service and progress hopes to be achieved in 2021/22.
- Restrictions due to the Covid-19 pandemic have resulted in the school meal service being adjusted to meet the ongoing changes to national Covid-19 guidance. New School Food Regulations were introduced in April 2021 and the new menu to reflect these changes will be implemented in schools during the summer term.
- Although the service continued to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties the volume of non-emergency repairs undertaken by Building Services was restricted due to the Scottish Government Guidelines which halted all non-emergency work for the majority of the 2020/21.
- Compliance tasks for all public buildings and schools were affected by the COVID-19 pandemic during 2020/21. This was as a result of restrictions relating to access to buildings and on the availability of specialist contractors utilising the furlough scheme. Compliance tasks focused on those Council and public buildings that remained open or re-opened during this period.

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

7. Progress against service scorecard

7.1 The performance scorecard contains 12 indicators, 5 are performing strongly, 1 is slightly short of target and need monitoring and 6 are currently behind target.

- 7.2 The full performance scorecard is included as part of Appendix 1 of this report.
- 7.4 Some examples of good performance, with particular relevance to this Policy Board include:
- 98% of reported street lighting faults which were attended within the 7-day timescale. This exceeds the annual target of 95%.
 - Although Building Services operated a reduced service during 2020/21 due to COVID-19 restrictions 96% of overall repairs were completed within time, exceeding the annual target of 95%.
 - 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.
- 7.5 A few of the performance indicators are currently performing below target in the service scorecard and require improvement:
- % of compliance tasks undertaken per year for 2020/21 was 77% and was below the target of 90%. This was due to restrictions relating to access to buildings and on the availability of specialist contractors utilising the furlough scheme.
 - Uptake of free school meals at 47.2% was well below the target of 75%. Lockdown periods and transmission of COVID-19 in the pupil population impacted on the uptake of school meals, particularly in the primary sector.
 - Environment & Infrastructure recorded an overall absence rate, for 2020/21, of 17.02 days lost per FTE employee, above the target of 13.07. 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		


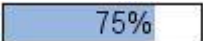
Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire		<div><div>75%</div></div>	31-March 2021	The volume of non-emergency repairs undertaken by Building Services was restricted due to the Scottish Government Guidelines which halted all non-emergency work for the majority of the 2020. The service has continued to carry out statutory gas compliance tasks throughout the financial year. However, due to self-isolating and COVID-19 positive notifications from tenants, during the servicing period, a higher number than normal have gone beyond their anniversary date. There is a catch-up programme in place and it is






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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					anticipated that over the next 6 months all services will be completed.
02	Continuing to deliver repairs and compliance services to all public buildings in Renfrewshire including schools			31-March 2021	Compliance tasks were affected by the COVID-19 pandemic during 2020 as a result of restrictions relating to access to buildings and on the availability of specialist contractors utilising the furlough scheme. Compliance tasks did continue but were focused on those Council and public buildings that remained open or re-opened during this period. It is likely compliance tasks will continue to lag during 2021/2022. A managed approach on a site by site basis is being undertaken and triaged accordingly.





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		
01	% of reported street lighting faults which were attended within the 7-day timescale		99.2%	95%	99.4%	95%	98%	95%	95%	During 2010/21, 98% 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		95%	95%	95%	95%	96%	95%	95%	Building Services has operated a reduced service as all routine and non-emergency repairs were suspended at the start of the lockdown and subsequent lockdowns when only statutory and emergency repairs were carried out.
03	% of reactive repairs carried out in the last year completed right first time		New performance indicator 2019/20		94%	90%	85%	90%	90%	From the total number of reactive repairs completed (14,150) a total of 12,037 repairs were completed right first time.
04	average length of time taken to complete non-emergency repairs		New performance indicator 2020/21				10.7	15		The volume of non-emergency repairs was restricted due to guidelines halting all non-emergency work for the majority of 2020/21
05	% of compliance tasks undertaken per year		New performance indicator 2020/21				77%	90%	90%	Compliance tasks were affected during 2020/21 due to the restrictions regarding access to buildings and the availability of specialist contractors. Tasks were prioritised on those properties which remained. opened or re-opened during the pandemic.




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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide healthy meals that meet the requirements of Schools (Health Promotion and Nutrition) Scotland 2007 by analysing the school menus to comply		Paused due to COVID-19	31-Mar-2021	<p>Restrictions due to the Covid-19 pandemic have had an impact on The Families First holiday service which was paused due to the pandemic.</p> <p>The service was responsible for the delivery of the Council's humanitarian response to the pandemic, delivering food parcels and healthy meals to more than 2,200 vulnerable households across Renfrewshire, with more than 500,000 meals delivered.</p>
02	Deliver Tackling Poverty Morning Clubs in targeted areas		Paused due to COVID-19	31-Mar-2021	<p>CIVID-19 restrictions resulted in the closure of schools during the pandemic, the Tackling Poverty Morning Clubs were paused.</p> <p>The service provided meals throughout to both vulnerable children and children of key workers, who attended support hubs during school closures.</p>
03	Support the delivery of the 1140 hours early years provision		 100%	31-Dec-2020	Soft FM supported the delivery of the Scottish Government's strategy to provide additional childcare to all 3 and 4 year olds and eligible 2 year olds.



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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
04	Deliver a programme of engagement with schools, parents and pupils to improve school meal choices		Paused due to COVID-19	31-Mar-2021	CIVID-19 restrictions resulted in the school meal service being adjusted to meet the ongoing changes to national guidance.
05	Provide employment and training opportunities for identified groups of young people in Renfrewshire		 100%	31-Mar-2021	Building Services in conjunction with Housing Services are working in partnership to provide places for adult apprentices, under the Adopt an Apprentice scheme, who have been made redundant.


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

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	% uptake of free school meals in primary schools		70.2%	75%	61.8%	75%	47.2%	75%	75%	Lockdown periods and transmission of COVID-19 in the pupil population impacted on the uptake of school meals, particularly in the primary sector.
02	% uptake of free school meals in secondary schools		49.1%	49.1%	48.4%	75%	49.6%	49%	50%	NB. The values presented for 2020/21 reflects performance up to the end of quarter 3. Due to lockdown following Christmas no uptake data is available for quarter 4.





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

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action)		Paused due to COVID-19	31-Mar-2022	Restrictions due to the Covid-19 pandemic have had an impact on the ability to achieve Sustainable Food City Status. However, this is still a priority for the service and progress hopes to be achieved in 2021/22.




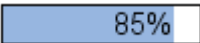

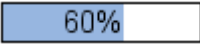


Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
01	Provide our employees with the appropriate support to manage their attendance		<div><div>50%</div></div>	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><div>70%</div></div>	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><div>100%</div></div>	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><div>50%</div></div>	31 March 2021	The service engaged with the first phase of Right for Renfrewshire and will continue to support the commencement 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		 100%	31-Mar-2021	A new data analytics approach to management information has been used to support service improvement. The service has continued to roll out Parent Pay across schools and is continuing to work on the roll out of mobile services in Building Services.
08	Provide an integrated FM service across the Council for public building and housing repairs and compliance		 85%	31-Mar-2021	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.
09	Support the Council to implement the Business World system		 60%	31-Mar-2021	Environment & Infrastructure continue to participate in user briefing sessions and staff training to support the implementation of Business World.
10	Support the Council in the creation, implementation and roll out of the new corporate complaints system		 100%	31-Mar-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</p>





Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

Code	Action	Status	Progress	Due Date	Update
					First team to further improve the system and reporting mechanisms for Environment & Infrastructure.
11	Embed new approaches to staff engagement across all areas of the service		 100%	31-Mar-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.
12	Ensure robust and up to date business continuity arrangements are in place		 100%	31-Mar-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.
13	Review and maintain continuous improvement frameworks		Paused due to COVID-19	31-Mar-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	Value	Target	
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	% of members enquiries completed within timescale by E&I		New performance indicator 2019/20		85%	85%	86.4%	85%	85%	<p>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.</p>
03	% of FOI requests completed within timescale by E&I		97%	100%	96%	100%	97%	100%	100%	<p>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.</p>
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>

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	Value	Target	
05	% of complaint investigations completed within timescale by E&I		69%	100%	85%	95%	58%	95%	95%	In the same period the service dealt with 445 complaint investigations 58% of which were dealt with within the agreed timescale.