
To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 8 NOVEMBER 2017

Report by: DIRECTOR OF ENVIRONMENT & COMMUNITIES

**Heading: ENVIRONMENT & COMMUNITIES SERVICE IMPROVEMENT PLAN
2017/18 – 2019/20: MID-YEAR MONITORING REPORT**

1. Summary

- 1.1 The Environment & Communities Service Improvement Plan 2017/18 – 2019/20 was approved for Community Resources by the Infrastructure, Land and Environment; Communities, Housing and Planning and Finance, Resources and Customer Services Policy Boards in June 2017.
- 1.2 It has been updated to reflect the change in the name of the service to Environment & Communities, agreed at the Leadership Board on 19 September 2017, and the corporate priorities agreed in the Council Plan approved at Council on 28 September 2017.
- 1.3 The attached Service Improvement Action plan (Appendix 1) and Performance Scorecard (Appendix 2) show progress against the agreed priorities for the service which have been realigned against the 5 Strategic Outcomes approved by Council on 28 September 2017 in the Council Plan for 2017 – 2022.
- 1.4 This report contains details of Environment & Communities performance over the period 1 April 2017 to 30 September 2017. The main purpose of the report is to provide:
 - Details of the key achievements of the service over the period
 - A progress update on implementing the action plan linked to the 2017-18 Service Improvement Plan
 - Details of how the work of the service contributes to the priorities set out in the Council Plan

- An assessment of performance in relation to the service scorecard of core performance indicators
- An overview of priorities for the service over the next six months.

1.5 Over the past six months, the key achievements for the service that are of particular relevance to the remit of this Policy Board have included:

- Development and delivery of key capital programmes to invest in community halls
- Supporting the City of Culture 2021 Bid
- Progressing the Integration of Facilities Management services
- Maintaining ISO 9001, ISO 22000 and OHSAS 18001 accreditation; integrating Building Services into the Environment & Communities Quality Management System for ISO 9001
- Tackling poverty through support for Families First, provision of breakfast clubs and provision of employability and training opportunities

1.6 Over the next six months, the key priorities to be delivered that are of particular relevance to the remit of this Policy Board are:

- Delivery of key projects under the Council's Better Council Change Programme
- Leading on the implementation of Renfrewshire's Sustainable Food Strategy and the delivering of food education programmes with partners
- Taking forward the key actions of the new Environment & Communities workforce plan
- Facilities Management is working with head teachers, parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. This will include both free and paid school meals provision

1.7 A version of this monitoring report will be reported to the three policy boards of Infrastructure, Land and Environment; Communities, Housing and Planning, and Finance, Resources and Customer Services Policy Boards.

2. Recommendations

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

- 2.1 Notes the progress that has been made on service performance
 - 2.2 Notes the progress made on actions and performance in the action plan
 - 2.3 Agrees that an out-turn report in respect of areas of activity delegated to this Policy Board be provided to this Board in Spring 2018.
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3. Background

- 3.1 The Environment & Communities 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. This mid-year monitoring report provides an update on progress against the 2017-18 Plan actions and performance indicators.
- 3.3 In June 2017, Community Resources presented a Service Improvement Plan aligned to the then-current Council Plan, which was due to come to an end. A new Council Plan setting out 5 Strategic Outcomes was approved in September 2017 and consequently, service improvement plans have been realigned to reflect these outcomes. The Council Plan 2017-2022 strategic outcomes are:
- Outcome 1: Reshaping our place, our economy and our future
 - Outcome 2: Building strong, safe, and resilient communities
 - Outcome 3: Tackling inequality, ensuring opportunities for all
 - Outcome 4: Creating a sustainable Renfrewshire for all to enjoy
 - Outcome 5: Working together to improve outcomes
- 3.4 Section 5 of this report provides a summary of the service's achievements over the period April to September 2017 that are of specific relevance to the remit of this Policy Board. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2 both of which are aligned to the Council Plan Strategic Outcomes agreed at Council on 28 September 2017 and provide a complete summary of progress against all Service Improvement Plan Actions and Performance Indicators.
- 3.5 A version of this monitoring report is being presented to the Infrastructure, Land and Environment, Communities Housing and Planning, and Finance Resources and Customer Services Policy Boards. A further outturn report will be presented to each Board in Spring 2018.

4. **Service Update**

Role of Environment & Communities and Key Service Activities

- 4.1 The principal role and purpose of Environment & Communities is to provide:
- Amenity Services - Waste, StreetScene & Land Services, Roads & Transportation, Fleet & Transportation, Infrastructure;
 - Public Protection - Regulatory Services, Community Safety and Civil Contingencies;
 - Facilities Management (Hard & Soft Services) – including PPP & Compliance and Building Services.
- 4.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,800 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £68 million.
- 4.3 These wide ranging and highly visible services are delivered at around 270 Council premises, to over 83,000 households and businesses with more than 800km of roads and transport structure being maintained across Renfrewshire. Environment & Communities also provides statutory enforcement and related advisory/educational activities. These activities ensure the safeguarding of public health, and the protection of the environment, consumers, workers and local communities within Renfrewshire.

Best Value

- 4.4 On 31st August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The Local Government in Scotland Act 2003 and supporting Statutory Ministerial Guidance sets out the statutory duties and characteristics of a Council that is demonstrating Best Value. Audit Scotland is appointed to assess if Local Authorities are meeting this duty through their audit work on behalf of the Accounts Commission.
- 4.5 Audit Scotland revised the methodology used for auditing best value in 2015, and Renfrewshire Council is the second local authority to have participated in the new Best Value Assurance Report process.
- 4.6 The report provides an assessment of the Council and its performance of 11 years, since its last audit in 2006. Overall the report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirms Audit Scotland's view that the Council has a clear and ambitious vision for the area which is shared with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area and effectively manages the Council's finances. In publishing the report, the Accounts Commission notes that "Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services".

- 4.7 In the report, Audit Scotland also provides direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically includes 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which sets out the Council's proposed actions to progress these recommendations was approved by Council on 28 September.
- 4.8 These actions will be embedded within the Council Plan and Community Plans and driven at service level through Service Improvement Plans.
- 4.9 The Best Value Assurance Report for Renfrewshire Council highlights the Renfrewshire Community Safety Partnership's daily tasking process as an example of best practice.
- 4.10 Daily tasking takes place each day within the Community Safety Partnership Hub to review relevant incidents that have occurred over the previous 24-48 hours. The information is then given to the most appropriate service to deliver an earlier intervention approach to resolve the issue before it worsens. The outcomes of each incident are monitored to identify any patterns of persistent behaviour. This means that resources, including people and money, are deployed based on evidence.

External Scrutiny

- 4.11 Environment & Communities has successfully participated in several external audit exercises which have demonstrated conformance to standards set out by the accreditation body, British Standards Institution (BSI).
- 4.12 The service has continued to maintain ISO 9001, ISO 22000 and OHSAS 18001. Building Services was also successfully integrated into the overarching Environment & Communities Quality Management System for ISO 9001.
- 4.13 All audits received very positive continuing assessment reports which demonstrated the mature and well managed systems in place across the service.

5. Performance of Environment & Communities from 1 April 2017 to 30 September 2017

- 5.1 The main achievements of the service over the first 6 months of the plan that are of particular relevance to the remit of this Policy Board are highlighted below. Further detail is provided in Appendix 1 which provides a summary of progress achieved over the period April to September 2017. The Appendix highlights areas where significant advances have been made and gives clear targets for completing actions that have been reviewed or delayed.
- 5.2 The main achievements over the first 6 months of the plan that are of particular relevance to the remit of this Policy Board are outlined below:

- Supporting the City of Culture 2021 Bid
- Progressing the Integration of Facilities Management services
- Maintaining ISO 9001, ISO 22000 and OHSAS 18001 accreditation; integrating Building Services into the Environment & Communities Quality Management System for ISO 9001
- Tackling poverty through support for Families First, provision of breakfast clubs, and provision of employability and training opportunities

6. Areas where actions have been reviewed or delayed

- 6.1 Since the publication of the Service Improvement Plan 2017-2020, all actions have been progressing in line with anticipated timescales.

7. Progress against service scorecard

- 7.1 The Environment & Communities performance framework has been realigned with the priorities set out in the 2017 Council Plan. Relevant operational performance is reported to each meeting of this Policy Board.
- 7.2 The Environment & Communities performance scorecard contains 47 indicators, of which 10 are for information only and have no target. Of those indicators with targets, 16 are performing strongly (Green), 13 are close to target (Amber) and will continue to be monitored and 8 are currently not achieving their target (Red). The full performance scorecard containing a detailed explanation of performance for each indicator is included at Appendix 2 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 2016/17 data in late November early December 2017.
- 7.4 A final validated version of the LGBF data for 2016/17 will be published by the Improvement Service in late February 2018. A summary of Renfrewshire Council's performance will be reported to the Audit, Risk and Scrutiny Board in March 2018.
- 7.5 An area of strong performance with particular relevance to the remit of this Policy Board is:
- The % of street lighting faults which were repaired within the 7 day timescale, in the first 6 months of 2017/18 was 96.7% which achieved the target set. The operational performance has improved continuously since the service was brought in house in February 2016. In 2014/15 the % of street lighting faults repaired within timescale was 62.4%.
- 7.6 Examples of performance indicators that are currently performing below target that are of relevance to the remit of this Policy Board include:

- Absence at the end of quarter 2, at 6.8%, was above target (4%). While the target is challenging for the service, performance has declined compared to the same period last year.
 - The number of managers with a completed 360 report and the number of employees being supported to obtain SVQ qualifications or having completed an IDP are currently below target. These will be addressed as the corporate workforce and OD strategy and performance development review process are agreed and implemented across the service.
 - The number of frontline resolutions and complaint investigations dealt with within timescale are below the 100% target. Over 2,624 frontline resolutions or complaints were received by the service in the first 2 quarters of 2017/18 with 84% completed on time.
 - The uptake of free school meals was 72.2% at the end of quarter 2, which was below the 75% target for 2017/18. Facilities Management is working with head teachers, parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. This will include both free and paid school meals provision
- 7.7 There are no performance indicators that have targets that require to be reviewed that are of particular relevance to the remit of this Policy Board:

8. Priorities over the next six months

- 8.1 The focus of the service over the next six months in areas of relevance to this Policy Board will be:
- Delivery of key projects under the Better Council Change programme
 - Leading on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners
 - Taking forward the key actions of the new Environment & Communities workforce plan
 - Facilities Management will consider operational changes to the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals.

Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2017/18.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & Communities, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.

3. **Community Planning** – the report details a range of activities which reflect local community planning themes.
4. **Legal** – None.
5. **Property/Assets** – Section 7.5 of the 2017 – 2020 Service Improvement Plan sets out the asset management priorities for 2017/18.
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 & Communities 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 & Communities Risk Register.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** – not applicable.

List of Background Papers: None

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

01: Reshaping our place, our economy and our future

Action Code	Action	Status	Progress	Due Date	Update
01	Actively participate in the Invest in Renfrewshire strategy to support young people into work		50%	31-Mar-2018	Environment & Communities continues to participate in the Invest in Renfrewshire youth employability initiatives including the Project Search employability programme for young people with learning disabilities and/or autism. Facilities Management has participated in Project Search which is now in the third year of the project. There are currently 8 young people working with staff throughout the service.

Action Code	Action	Status	Progress	Due Date	Update
02	Active involvement in the delivery of City Deal initiatives including: • a passenger transit link to Glasgow airport • investment in roads around Glasgow airport • a crossing of the Clyde at Renfrew		25%	31-Mar-2020	Support for the infrastructure associated with the Glasgow Airport Investment Area and Clyde Waterfront and River Crossing continues. The proposals include the realignment and construction of new roads, following the route of Abbotsinch Road and Inchinnan Road, to the south of Glasgow Airport, eastwards to a new bypass of Renfrew town centre northwards to the proposed Clyde Crossing swing bridge. All the roads are partnered by off-road cycle routes which serve the Airport, Inchinnan Business Park and the Clyde Crossing. The Council continues to pursue the extension of these cycle routes to Bishopton and along the Paisley to Renfrew corridor.
03	Support economic regeneration and improve job creation through the regeneration and revitalisation of town centres		30%	31-Mar-2020	Close working is being maintained with regard to the Renfrewshire Economic Strategy/Framework and the City of Culture Bid 2021. Key service actions: • A refresh of the Local Transport Strategy was approved by Board in August 2017 • Traffic and transport plans for Johnstone phase 1 of 4 has been completed. Phase 2 signage is progressing for delivery in 2017/18 • Traffic and transport plans for Paisley town centre are in development, including stakeholder consultation in July 2017, in support of the Paisley Town Centre Action Plan
04	Lead on the works to improve the public realm in support of Paisley's 2021 City of Culture bid		30%	31-Mar-2020	A Public Realm Masterplan has been developed outlining a series of proposals for implementation. The masterplan will now be developed through to detailed design with an implementation timeline for delivery in advance of 2021. In support of both the bid for UK City of Culture 2021, and the long term wider regeneration strategy for Paisley town centre, high level master planning activities have been taken forward to identify key infrastructure improvements across public realm and flexible outdoor space as well as travel and accessibility arrangements in and around

Action Code	Action	Status	Progress	Due Date	Update
					approaches to the town centre. To advance this next stage we are taking forward a range of detailed development, enabling, and early preparation works over the coming months. Following completion of this phase of development work, the detailed programme of investment will be reported and presented for consideration at a future board cycle, prior to commencement of the delivery phase.

02: Building strong, safe and resilient communities

Action Code	Action	Status	Progress	Due Date	Update
05	Deliver and support actions to meet the Community Empowerment Act through community and partnership participation		15%	31-Mar-2020	Leading the corporate approach to empowering communities and developing proposal to create a new relationship between the Council and its communities through: • Building community capacity in natural communities • Transferring control of service delivery assets to communities • Developing decentralised budgets and participatory budgeting • Sharing power more equally between communities, individuals and professionals • Investing in and developing potential, assets and social networks As part of the new Team Up to Clean Up campaign, Environment & Communities are leading on Community Clean Ups and working with Communities and associated groups. Environment & Communities will work with Corporate Services and other stakeholders regarding empowering communities.

Action Code	Action	Status	Progress	Due Date	Update
06	Lead on the public protection agenda incorporating requirements from national legislation		50%	31-Mar-2020	The Public Protection Agenda is critical in ensuring that Renfrewshire is a safe place to live, work and visit. Through the Community Safety & Public Protection Steering Group and reporting to the Renfrewshire Community Safety Chief Officers Group, Environment & Communities drive the Public Protection Agenda in close partnership with Police Scotland, Scottish Fire & Rescue, Children's Services and the HSCP and other key partners. Over the past year significant progress has been made. Local strategies have been developed to target Serious and Organised Crime, Counter Terrorism and are based on the national agenda set by the UK and Scottish governments. The Renfrewshire Community Safety Partnership has developed its approach to CCTV with 24 hour monitoring and a focus on crime prevention, missing persons and homelessness. Work with the Gender based violence group and Police Scotland has led to the development of best practice MARAC (high risk victims of domestic abuse) processes. The first MARAC annual report highlighting progress and next steps is currently being prepared and will be published shortly. The development of an integrated enforcement policy has ensured all regulatory and enforcement services are targeted on supporting the development of legitimate businesses and ensuring the safety and protection of local communities.
07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub		50%	31-Mar-2020	Work continues to develop the Community Safety Hub and realign services to maximise the service. Over the past year there has been progress in a number of key areas. The CCTV operations centre based in the Renfrewshire Community Safety Partnership Hub is now monitored 24 hours a day and has targeted the development of out of hours services focussed on missing

Action Code	Action	Status	Progress	Due Date	Update
					persons and homelessness. The Council has now taken on data ownership and control of all images collected through the public space CCTV system. Extensive training has focussed on ensuring compliance with data protection and RPSA requirements and the service received a clean audit from the OSC (Office of Surveillance Commissioner). Additional services are now being provided through the Hub including out of hours calls (including the £10.7m Fingal Pump station in Renfrew) and winter maintenance call/service. The Renfrewshire Community Safety Partnership Hub has been successfully used as the JACC (Joint Agency Control Centre) for a number of town centre events and activities. The Renfrewshire Community Safety Partnership's daily tasking process was highlighted as an example of best practice in Audit Scotland's 2017 Best Value Assurance Report for Renfrewshire Council.
08	Developing community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities		 50%	31-Mar-2020	The Daily Tasking process is well embedded with 14 key partners attending on a regular basis. Public Protection leads on reviewing incidents over the previous 24/48 hours and disposing actions to the relevant agencies and partners, dealing with approximately 500 incidents per month. The improved intelligence shared via an Information Sharing Protocol allows earlier intervention within the communities to safeguard and reduce victims of harm. The Building Safer Greener Communities programme is now targeting its third area (Erskine) having successfully delivered interventions in Ferguslie and Gallowhill.
09	Developing the Renfrewshire Multi Agency Risk Assessment Conference (MARAC) to		 70%	31-Mar-2020	The Renfrewshire MARAC was established in October 2015 to assist the high risk victims of domestic abuse and put appropriate safety

Action Code	Action	Status	Progress	Due Date	Update
	support high risk victims of domestic abuse and raise awareness of the issue in Renfrewshire				plans in place to protect the victim and their children. An audit by SafeLives has provided recommendations for improvement and the resultant action plan has been completed and reported to the Community Protection Chief Officer Group in September 2017. The audit also highlighted the excellent practice being undertaken as part of Renfrewshire MARAC and other local authorities have visited Renfrewshire to assess how it works in practice. Renfrewshire MARAC has now dealt with over 380 cases since October 2015 including in recent months a number of male victims of domestic abuse.
10	Working with key partners to develop a local counter terrorism CONTEST strategy			31-Mar-2020	The Council's Single Point of Contact (SPOC) sits on the local Contest Board and chairs a multi-agency Contest/Prevent Group which implements the national Contest Strategy at a local level. This meeting has good representation from all key partners including relevant national agencies (Scottish Prison Service, Police Scotland National CT Unit, and Scottish Ambulance Service). The Council's Single Point of Contact (SPOC) has also participated in Prevent Peer review training organised by the home Office and is supporting the development of a Scottish Peer review and training process.
11	Contribute to the Tackling Poverty Action Plan through enhanced enforcement activity in the private rented sector			31-Mar-2018	To date, 391 unregistered landlords have been identified with 206 of these having now registered and 144 who have failed to register, being issued with Rent Penalty Notices, the remaining are in the process of being pursued. There have also been 66 Repairing Standard investigations undertaken with four landlords being reported to the Housing and Property Chamber First Tier Tribunal for Scotland.
12	Carry out repairs and maintenance on Renfrewshire Council buildings and monitor			31-Mar-2019	The Environment & Communities Risk Register allows the risk associated with buildings to be captured and monitored. Following the

Action Code	Action	Status	Progress	Due Date	Update
	actions through the Risk Register				issue of new corporate Health and Safety Guidelines for compliance. The Hard FM team has been working to ensure all areas within the document are covered. The development of the Corporate Asset Management Information System (CAMIS) is on-going, this will greatly assist in the scheduling of compliance across the Council property portfolio. It is anticipated that by summer 2018 a substantial amount of the development work will be completed.

03: Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Due Date	Update
13	Contribute to the Tackling Poverty Action Plan through the Families First project by providing healthy hot meals during designated holiday periods			31-Mar-2018	During the School holiday periods, Families First clubs have operated within Renfrewshire. These clubs provide activities and healthy meals to pupils who are entitled to a free school meal, children who attend additional support needs schools and also to children under five who attend a Council pre five centre during school holidays.
14	Contribute to the Tackling Poverty program by delivering morning clubs in targeted areas			31-Mar-2018	As part of the Council's Tackling Poverty initiative, morning clubs were established in 2016 within 9 Primary schools and 1 Secondary School and continue in the new school year. The morning clubs in St Catherine's Primary School, Gallowhill Primary School, St David's Primary School, Cochrane Castle Primary School, St Mary's Primary School, St Margaret's Primary School, West Primary School, Brediland Primary School and Our Lady of the Peace School are open to all pupils and include a healthy breakfast and a programme of activities. Pupils eligible for a free school meal at Castlehead High School can receive a healthy breakfast in the cafe area before school starts.
15	Contribute to the Tackling Poverty Action Plan through the enhanced Street Stuff programme including activities and meals			31-Mar-2018	An expanded Street Stuff programme will continue to be delivered in the afternoons, evenings, weekends and holiday periods during 2017-18. The Street Stuff attendances continue to remain at a high level with year to date attendance of over 16,500. This was boosted by

Action Code	Action	Status	Progress	Due Date	Update
					implementation of the 2017 spring & summer break camps and attendance at events such as, British Pipe Band Championship, gala days, etc.
16	Contribute to the Tackling Poverty Action Plan through the provision of employment and training opportunities for identified groups of young people in Renfrewshire			30-Sep-2017	12 trainees were recruited during 2016 - 5 Special Wardens, 4 Street Stuff Coaches and 3 Community Safety Officers, all received extensive training and experience during their time with the services. This programme has been successful with 8 trainees now having gained full employment.
17	Actively promote equality and diversity mainstreaming through its service activity			31-Mar-2018	Service planning and delivery continue to support all Renfrewshire's residents.

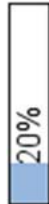
04: Creating a sustainable Renfrewshire for all to enjoy

Action Code	Action	Status	Progress	Due Date	Update
					The Council is a member of the Clyde & Loch Lomond Flood Risk Management area. This is a partnership involving Scottish Water, SEPA and 10 local authorities, priorities across the area have been set with regard to detailed study to address future flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 22 and 2022 – 28. Actions currently ongoing and on target include:
18	Fulfill the requirements of the Flood Risk Management Act by developing action plans to address flooding risk in Renfrewshire			31-Mar-2020	• Surface Water Management Plan / Study of Hillington / Cardonlad / Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources; • Integrated Catchment Study of Erskine Waste Water Treatment Works Catchment with Scottish Water to assess catchment flood management needs;

Action Code	Action	Status	Progress	Due Date	Update
19	Our council fleet, street lighting, public realm and floodlight strategy are managed to ensure that the Council's CO ₂ emissions are minimised			31-Mar-2020	- Flood risk through effective development planning and management; - Maintain a schedule of watercourse assessment and repair; - Map watercourses and Sustainable Urban Drainage systems - Record flood events. The modernisation of the Council's street lighting to LED lanterns has reduced CO₂ emissions from street lighting by 60%. The Council fleet continue to purchase Euro 6 for heavy fleet and increase electric vehicles asset in the light fleet with 28 vehicles at present, increasing to over 30 in 2017/18.
20	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution, to ensure that all waste collected by partner authorities is diverted from landfill.			31-Mar-2020	Contract for the treatment and disposal facility is on schedule with the contract commencing on 1 December 2019. The service is developing options for interim waste disposal solutions to allow the Council to manage its residual waste in advance of the facility going 'live' in 2019. The transfer station at Linwood requires a level of refurbishment to allow residual waste to be handed to a contractor to service the bulking up and transfer of waste. Work will commence in April 2018 and is due for completion by Autumn 2018.
21	Deliver the requirements of the Scottish Household recycling charter and related service changes			31-Mar-2019	A refreshed Waste Strategy for 2018 – 2023 is being developed by the service working towards compliance with the household recycling charter.
22	Develop and implement long term sustainable leachate and surface water management plan for Linwood Moss			31-Mar-2019	A mobile Treatment Plant has been installed successfully at the former landfill site at Linwood Moss allowing the Council to treat leachate to permissible discharge levels. Additionally, flow meters have been installed to measure flow rates around the entire site for leachate, surface water and ground waters. A minimum of two years data will be gathered prior to developing longer term options for the site.
23	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs			31-Dec-2017	97% of Renfrewshire's street lighting improvement strategy has been completed. The programme was broken into 3 phases, the contractor awarded the phase 2 and phase 3 contracts in late August went into administration. As a result of this unfortunate position the programme

Action Code	Action	Status	Progress	Due Date	Update
					completion has been delayed while new contractors were appointed. A night time audit has been undertaken of all the street lights converted to LED lanterns. The audit results have been positive with light levels shown to be in excess of the minimum lighting levels required for residential areas as set out in the design specification. Remedial actions identified in the audit are programmed for completion. The LED lanterns are now delivering a 60% reduction in energy use. This aligns with the business case approved by Council and the Council's agreed net revenue saving of £750,000 per annum. The Council's carbon emission from street lighting has also reduced by 60%. This is a significant contribution to the Council's carbon reduction targets and reduction on carbon tax.
					Three Air Quality Management Areas have been declared for Paisley Town Centre, Johnstone High Street and Renfrew Town Centre. A Renfrewshire Air Quality Action Plan is being developed which will cover these areas.
24	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire			30-Sep-2017	Meetings have been held with internal partners to devise specific action measures to tackle air quality and technical advisers have recently been procured to assist with developing sections of the plan which require specialist support. The refreshed Air Quality Management Action Plan will be submitted to the Infrastructure Land and Environment Policy Board in January.
25	Achieve Sustainable Food Cities Status			31-Mar-2018	Work is ongoing with The Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status. It is hoped to hold a seminar during the Autumn to explore options with Renfrewshire's key community partners.
26	Review, update and formally launch			31-Mar-2018	Environment & Communities has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners. It is hoped to hold a seminar

Action Code	Action	Status	Progress	Due Date	Update
	Renfrewshire's Sustainable Food Strategy				during the Autumn to review, update and finalise launch of the strategy.
05: Working together to improve outcomes					
Action Code	Action	Status	Progress	Due Date	Update
27	Provide our employees with the appropriate support to manage their attendance		50%	31-Mar-2018	Regular Trade Union liaison meetings take place to ensure consistency in guidance issued to employees. HR personnel are in attendance at all Supporting Attendance meetings.
28	Ensure effective management arrangements are in place for overtime levels		50%	31-Mar-2018	Overtime reports are discussed with managers on a four weekly basis, to identify areas of concern and agree action to be taken. Overtime costs to the end of quarter 1 in 2017/18 were 6.5% of total employee costs, this is an improvement on the 2016/17 annual performance of 7.3%.
29	Implement the Council's new Organisational Development Strategy		10%	31-Mar-2020	A new workforce strategy was approved in August 2017. A working group has been established to implement the necessary actions for Environment & Communities from the Council's Organisational Development Strategy.
30	A strategic planning approach to future skills and service requirements will be implemented through the Environment & Communities Workforce Plan		20%	31-Mar-2020	Environment & Communities now has an approved Workforce Plan which will be implemented across the respective areas in the service. Staff from the service have taken part in the corporate leadership development programmes, 'Leaders of the Future' and 'Aspire'.
31	Manage the four trading operations of Roads Services; Catering; Vehicle Maintenance; and Building Services and		50%	31-Mar-2018	Reports in the trading operations are submitted to each cycle of the Infrastructure, Land and Environment and Finance, Resources and Customer Services Policy Boards. The 4 trading operations are on

Action Code	Action	Status	Progress	Due Date	Update
	achieve their financial and operational targets				schedule to achieve their financial and operating targets for 2017/18.
32	Active participation in phase 3 of the Better Council Change Programme			31-Mar-2019	Environment & Communities plays an active role in each phase of the Better Council Change Programme.
33	Supporting the Council to implement the Enterprise Resource Planning system.			31-Mar-2019	Environment & Communities are participating in user testing sessions and staff training to support preparedness to go live.
34	Develop customer engagement plans to involve our customers and actively seek their buy-in and support for service provision			31-Mar-2019	Environment and Communities has played a leading role in developing a corporate approach to Empowering Communities. The service is developing proposals to create a new relationship between the Council and its communities based on building community capacity in 'natural' communities; transferring control of service delivery and assets to communities; developing decentralised budgets and participatory budgeting proposals and sharing more power more equally between communities, individuals and professionals.
35	Develop a strategic approach to asset management			31-Mar-2019	Roads Asset Management Plan is a well-developed process and the Council are Council about to commence the next tranche of review and development through the SCOTS Asset Management group. Asset condition surveys have been completed for our cemeteries. A number of neighbourhood parks have been undertaken and this will continue with neighbourhood parks through 2017/18.
36	Continue to progress the schools PPP contract and progress and finalise the benchmarking of cleaning and catering services during 2017/18			31-Mar-2018	The schools PPP contract is self-monitoring with the Council continuing to monitor on a random sampling basis to ensure services are delivered to a high standard and to specification. Regular meetings are held at an operational level as well as with the Renfrewshire Schools Partnership to ensure contract performance. The second formal benchmarking of cleaning and catering services commenced in September with anticipated completion in March 2018.

Action Code	Action	Status	Progress	Due Date	Update
37	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime			31-Mar-2018	Renfrewshire Council's Integrity Group sets the Council's strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity. The Integrity Group have undertaken an internal assessment of the risks posed to the Council and its services by fraud, corruption and organised crime. This assessment identified potential areas for action. These actions were captured as part of a Renfrewshire Integrity Action Plan, which is being used as an internal document to focus the work of the Integrity Group on mitigating vulnerabilities in areas of greatest risk. The key themes currently focussed upon in the Integrity Action Plan are: • Governance • Insider Threat • Workforce Support • Procurement • ICT & Cyber Security The Action Plan is a live document and the Integrity Group regularly review the progress of existing actions, as well as horizon scanning to identify any further actions or improvements.
	Ensure all council services have robust and up to date business continuity arrangements in place			31-Mar-2018	Currently all services have business continuity plans in place. This is an ongoing process and falls under the remit of the Council Resilience Management Team which has it as a standing item on its agenda and action log. A number of key commercial assets across the area already have "Incident Response Guides" in place and these are being rolled out to other businesses and Council premises as we identify those whose loss would most severely impact on the council. Environment and Communities continue to demonstrate compliance with ISO9001 for quality management systems. The Facilities Management Catering Service in Secondary Schools and Council run Care Homes operate to ISO22000 for Food Safety Management Systems, providing confidence in the food produced within the kitchens and served to customers.
39	Review and maintain continuous improvement frameworks including: • quality assurance and self-evaluation; • actions arising from Best Value assurance report, • health and safety accreditations; and			31-Mar-2018	

Action Code	Action	Status	Progress	Due Date	Update
	• staff and customer service national accreditations				Building Services were also successfully integrated into the overarching Environment & Communities Quality Management System for ISO 9001. In addition, Environment & Communities, successfully contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, a commitment to comply with defined health and safety standards to safeguard employees and customers.

Appendix 2

Environment & Communities Service Improvement Plan 2017-2020

Local Outcome 01: Reshaping our place, our economy and our future

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Target	
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall				36.2%	36%	34.8%	35%	Not measured for Quarters	Not measured for Quarters	35%	35%	Performance has improved from 36.2% in 2015/16 to 34.8% in 2016/17 and has exceeded the 2015/16 target of 35% (provisional figure). This level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
Local Government Benchmarking Framework (LGBF) Indicator													
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads (LGBF Indicator)				26.3%	26%	22.4%	25%	Not measured for Quarters	Not measured for Quarters	25%	25%	Performance has improved from 26.3% in 2015/16 to 22.4% in 2016/17 and has exceeded the 2016/17 target of 25%. This level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works. It should be noted that this data is provisional and may be subject to change when the draft

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
LGBF is released in December 2017by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.																	
Local Government Benchmarking Framework (LGBF) Indicator																	
03	(Maintenance) Carriageway Condition:% of road network considered for treatment (ii) B Class Roads (LGBF Indicator)				31.6%	26.0%	27.5%	25.0%	Not measured for Quarters		25.0%		Performance has improved from 31.6% in 2015/16 to 27.5% in 2016/17. Although slightly above the 2016/17 target of 25% this level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.				
It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.																	
Local Government Benchmarking Framework (LGBF) Indicator																	
04	(Maintenance) Carriageway Condition:% of road network considered for treatment (iii) C Class Roads (LGBF Indicator)				38.8%	35.0%	36.9%	35.0%	Not measured for Quarters		35.0%		Performance has improved from 38.8% in 2015/16 to 36.9% in 2016/17. Although slightly above the 2015/16 target of 35% this level of				

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
													performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.				
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.				
Local Government Benchmarking Framework (LGBF) Indicator																	
													Performance has improved from 37.2% in 2015/16 to 36.6% in 2016/17. Although slightly above the 2016/17 target of 36% this level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.				
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.				

05	(Maintenance) Carriageway Condition:% of road network considered for treatment (iv) Unclassified Roads (LGBF Indicator)				37.2%	36.0%	36.6%	36.0%	Not measured for Quarters	36.0%	36.0%	36.0%									Performance has improved from 37.2% in 2015/16 to 36.6% in 2016/17. Although slightly above the 2016/17 target of 36% this level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
																					It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.

Local Outcome 02: Building strong, safe and resilient communities

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
06	Percentage of adults who agree that Renfrewshire is a safe place to live.				86%	83%	82%	84%	Not measured for Quarters		84%		Indicators 6 and 7 are both annual indicators from the Council's Public Services Panel survey. This is a snap shot survey which takes place once a year. In the most recent survey there were 950 respondents.				
07	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				79%	85%	81%	86%	Not measured for Quarters		87%		Indicator 6, the percentage of adults who agree that Renfrewshire is a safe place to live has decreased from 86% in 2015/16 to 82% in 2016/17 falling short of the annual target of 84%. Indicator 7, the percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live" has increased from 79% in 2015/16 to 81% in 2016/17 but was below the target of 86%. Over the last five years performance for both indicators has fluctuated but has aligned in recent years so that a more consistent response is being received across both indicators. This is believed to reflect a more accurate measurement of feelings of safety and satisfaction across Renfrewshire and its neighbourhoods. Despite the fluctuations, overall current performance has improved for both indicators				

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Target	Value	Target	
since 2014/15.													
In addition to measuring the impact of reductions in anti-social behaviour, crimes and violence both indicators reflect a wider sense of well-being that has been driven by a range of investments and projects undertaken by the Council and its partners. These include:													
• A strengthened and widened Community Safety Partnership, which incorporates daily tasking and investment by the Council in the Community Safety Hub and CCTV; • Renfrewshire Council's Tackling Poverty programme; • Investments in the housing stock; and • Improved access to youth employability programmes. The overall combined impact of these investments has led to people feeling safer in their community.													
The overall combined impact of these investments has led to people continuing to feel safe in their community and neighbourhood.													
08	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community				2,110	1,800	1,916	1,700	558	487	1,750	The reported number of incidents of anti-social behaviour at the end of quarter 2 was 1,045. This was lower than the 1,255 reported at the end of quarter 2 in 2016/17, reflecting improved	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value		Target		Value		Target		
					Value	Target	Value	Target	Value	Target	Value	Target	
Safety Service													
performance.													
Performance reflects the very challenging nature of the target and a drive to improve reporting and recording of all incidents of anti-social behaviour. The types of anti-social behaviour recorded include Disorder/Youth disorder including youths gathering, gang fighting, drinking in public and carrying offensive weapons; Vandalism, graffiti, fireworks and fire raising, drugs including dealing and paraphernalia; Noise complaints including domestic, industrial and commercial, general banging, parties and disturbances; Verbal abuse, bullying/harassment and racist or sectarian incidents; Minimotors, joy riding, illegal parking and abandoned vehicles; suspicious persons, missile throwing and intruder alarms.													
09	Domestic noise complaints - the average time (hours) between the time of the complaint and attendance on site (LGBF)				0.53	1	0.5	1	0.48	0.51	1	In the first 6 months of 2017/18 a total of 540 domestic noise complaints were received, 326 of which required attendance on site with an average response time of half an hour	
10	Number of recorded attendances at Street Stuff activities				37,269	32,000	43,758	50,000	6,252	10,095	32,000 (revised target)	Street Stuff uses statistical data and analysis to improve targeting for the delivery of the programme and maximise the effectiveness of resource. Current trends in anti-social behaviour indicate a reduced percentage of incidences are taking	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
11	Number of complaints regarding youth disorder				New from 2016/17	747	750	169	50	740	place in Paisley, particularly Ferguslie Park an increased percentage of incidents are occurring in outlying communities including Erskine. The profile of the Street Stuff programme has been amended to target the areas where increased incidents of anti-social behaviour are occurring. The number of attendances reflect a reduced number of sessions being held at the St Mirren Paisley 2021 Stadium where a higher number of attendees can be expected (typically around 100 young people) and increased numbers of sessions being held in outlying communities with lower numbers of attendances expected (typically between 10 – 30 young people). On this basis and to reflect expected performance over the current year it is proposed that the annual target for 2017/18 be amended from 45,000 to 32,000 attendances. By the end of In quarter 2, there were a total of 219 complaints regarding youth disorder. This is down from 474 complaints over the same period last year. 2016/17 was the baseline year for this indicator.		

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
12	% uptake of free school meals in primary and secondary schools				69.5%	72%	69.4%	73%	72%	70.9%	75%	School meal uptake at the end of Period 6 was 72.2%. This is slightly below the target of 75%. For the first time pupil absence is now taken into account when calculating school meal uptake. This provides a more accurate record of actual meal uptake but means that like for like comparisons with historic uptake are not now possible as the data collected has changed. Facilities Management are working with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Consideration will also be given to changes to the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals. Active Communities and Healthy Lives groups are also involved to consider menus in line with Health and Well Being initiatives in schools.	

Local Outcome 04: Creating a sustainable Renfrewshire for all to enjoy

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
13	Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating				97.3%	97%	96%	97%	97%	97%	97.5%	97%	At the end of Quarter 2 there were 1,329 premises within the Food Hygiene Information Scheme, of which 97.5% have a Pass or Pass with Eatsafe. This reflects a very high level of performance where food premises meet or exceed compliance standards at any given inspection. All premises are ultimately required to make the improvements necessary to achieve the Pass rating.
14	Trading Standards - consumer complaints completed within 14 days				87.4%	82%	87%	82%	85.4%	82%	96.9%	82%	
15	Air Quality - Annual average PM10 value across all continuous monitoring sites				13.8	18	13.7	18	Not measured for Quarters		18		This performance indicator measures air quality across Renfrewshire's 3 automatic monitoring sites. It does this by measuring the average level of particulate matter (fine dust particles) which are 10 micro-meters or less in diameter (PM10). It is measured in micrograms per cubic meter ($\mu\text{g}/\text{m}^3$). The annual target of 18 $\mu\text{g}/\text{m}^3$ is the statutory

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
16	Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				0	46	0	45	Not measured for Quarters		44		objective that must be met for this pollutant. In 2016/17 the average PM10 value across the 3 monitoring sites in Renfrewshire was within the target value of 18. Renfrewshire's measured PM10 levels have been well within target in recent years. Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future exceedances may occur and be recorded. On this basis, air quality monitoring will continue to be undertaken and an Air Quality Action Plan will be brought to the January meeting of the Infrastructure, Land and Environment Policy Board for approval. This performance indicator measures air quality across monitoring sites in Renfrewshire. It does this by measuring the average level of nitrogen dioxide (NO₂) and is measured in micrograms per cubic meter (µg/m3). The 2017/18 target of 44µg/m3 will be reduced to 40µg/m3 by 2020 to meet the Scottish Government's target for this pollutant. During 2016/17, no monitoring sites within the Air Quality Management Areas exceeded average				

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
					Value	Target	Value	Target	Value	Target	Value	Target	
													nitrogen dioxide limits.
													Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future, exceedances may occur and be recorded.
													On this basis, air quality monitoring will continue to be undertaken and an Air Quality Action Plan will be brought to the January meeting of the Infrastructure, Land and Environment Policy Board for approval.
													This performance indicator measures the percentage of monitoring sites that exceed the statutory nitrogen dioxide (NO ₂) limits.
													Monitoring takes place at 27 sites in the 3 Air Quality Management Areas in Renfrewshire. During 2016/17, none of these monitoring sites exceeded nitrogen dioxide limits.
17	% of air quality monitoring sites within AQMA(s) which exceed nitrogen dioxide limits				0%	22%	0%	22%	Not measured for Quarters	22%			Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future, exceedances may occur and be recorded.
													On this basis, air quality monitoring will continue to be undertaken and an Air Quality Action Plan will be brought to a future Infrastructure, Land and

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target					
Environment Policy Board.																	
18	Street Cleanliness Score - % of areas assessed as clean (LGBF Indicator)				88%	90%	91.3%	90%	Not measured for Quarters		90%		The percentage of Renfrewshire's street assessed as clean has improved from 88% in 2015/16 to 91.3% for 2016/17. In 2016/17 the Scottish average was 93.9% which was up 0.5% from the 2015/16 average. The cleanliness score is based on 3 sample surveys carried out throughout the year. The overall result relate to both internal and external audits. The external audit being carried out by the independent body, Keep Scotland Beautiful. This score represents the percentage of areas assessed as acceptably clean (categories A and B) using Keep Scotland Beautiful's Local Environmental Audit and Management System (LEAMS) methodology. Renfrewshire's ranking position relative to other Scottish Councils will not be available until the first draft of the 2016/17 Local Government Benchmarking Framework (LGBF) is published in December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.				
19	% of the vehicle fleet which uses alternative fuels, such as				5.5%	5%	6.7%	5%	6.7%	6.7%	7%	The percentage of the vehicle fleet which uses alternative fuel such as electricity was 6.7% at the end of 2016/17. This is up from 5.5% in 2015/16.					

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value		Target		Value		Target		
					Value	Target	Value	Target	Value	Target	Value	Target	
	electricity												This figure is based on a total of 24 electric vehicles. A further 4 vehicles have been added to the Council's fleet in the first six months of 2017/18. The vehicle replacement programme for light fleet is being reviewed to consider the feasibility of electric alternatives. All diesel is 7% biodiesel.
20	Amount of CO ₂ emitted by the public vehicle fleet				3,535	3,170	3,109	3,060	Not measured for Quarters		2,950		This indicator reflects the tonnes of CO ₂ emitted from Renfrewshire Council vehicle fleet based on the fuel usage with a reduction in the amount of CO ₂ emitted by the public fleet in 2016/17. The fleet has reduced its CO ₂ emissions and continues to purchase economical engines and increase the number of electric vehicles in the Council fleet.
21	Reduce the amount of CO ₂ emitted from public space lighting.				6,482	6,720	5,191	6,451	Not measured for Quarters		3,200		There has been a significant reduction in CO ₂ emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO ₂ emissions have been reduced by 60%.
22	% of street lighting lanterns in Renfrewshire which are LED				6.01%	5%	82%	50%	94%	97%	100%		97% of Renfrewshire's street lighting improvement strategy has been completed. The programme was broken into 3 phases, the contractor awarded the phase 2 and phase 3

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
23	Land Audit Management System - % of areas assessed as acceptable				92.7%	90%	97%	90%	95%	98.1%	90%		contracts in late August went into administration. As a result of this unfortunate position the programme completion has been delayed while new contractors were appointed. The Land Audit Management System (LAMS) is designed to provide a quality indicator which will provide the service with an overall score on how well open spaces, parks and sports facilities are maintained. It provides a mechanism to respond and remediate any inspected areas that do not meet specification. Inspections are carried out by StreetScene supervisors/team leaders. Quality follow up inspections are also carried out by technical officers. The performance indicator is calculated using a LAMS scoring system, which is based on the statutory Local Environmental Audit and Management System PI methodology. This indicator relates to the % of areas which receive a Grade A or Grade B score ('completed to specification' or 'predominantly completed to specification') In quarter 2, the percentage of areas which were assessed as being of an acceptable standard was				

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
					Value	Target	Value	Target	Value	Target	Value	Target	

98.1%, which is well in excess of the target set.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015		2016		Q1 2017		Q2 2017		2017	Explanation of Performance				
					Value		Target		Value		Target				Value		Target	

24	% of Household Waste Recycled (Calendar year data) (LGBF Indicator)				43.9%		52%	48.5%	55%	43.6%	53.2%	50% (revised target)	The cumulative household waste recycling performance at the end of the second quarter of the calendar year i.e. January to June was 48.6%. This rate is comparable with the 48.7% performance level for the same period in 2016. An education & awareness and communication strategy will be developed and delivered to provide support to householders to improve their recycling performance. In 2016 the household waste recycling performance was 48.5%, the highest level of performance achieved by the Council. However, this performance was well below the annual target of 55%. In each of the last 3 years performance did not meet the annual target. It is proposed that the annual target for 2017 be amended to align with Scotland's Zero Waste Plan of 50%, with an incremental increase over the next 3 years.

25	% of Household waste collected which is landfilled (Calendar year data)				31.96%				36%				24.2%				Not measured for Quarters				The percentage of household waste which is landfilled has again achieved the target set in 2016. A strategic approach to encourage
					31.96%		36%		24.2%		35%		Not measured for Quarters		34%						2016. A strategic approach to encourage

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015		2016		Q1 2017		Q2 2017		2017		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Value	Target	Target	

behavioural change to tackle contamination of recycling and to improve presentation levels of all recyclates has helped to reduce the amount of waste which is landfilled.

Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Value	Target	Target	
26	% of CR managers in the 360 process with a completed 360 report				88%	100%	88%	100%	88%	88%	88%	88%	100%	100%	The number of managers with a completed 360 report and the number of employees being supported to obtain SVQ qualifications or having completed an IDP are currently below target. These will be addressed as the corporate workforce and Organisational Development strategy and performance development review process are agreed and implemented.
27	% of CR employees having completed IDPs (from MDP/MTIPD)				84%	100%	84%	100%	84%	84%	84%	84%	100%	100%	
28	Improve SVQ levels across the front line workforce - number of staff obtaining SVQ qualifications				49	50	39	50	0	0	0	0	50	50	
29	Environment & Communities - Absence %				4.9%	4%	5.8%	4%	6.9%	6.8%	6.8%	6.8%	4%	4%	The cumulative absence to the end of quarter 2 is 6.8% which is in excess of the challenging target set of 4%. Absence continues to be addressed through the Council's supporting

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Value	Value	Target	
30	(Traffic & Transportation) Traffic Light Failure % of Traffic Light Repairs completed within 48 hrs				94%	95%	94.1%	95%	84%	74.6	95%	95%	attendance procedures and the utilisation of the services of occupational health. The cumulative % of repairs completed within 48hr for the first 6 months of 2017/18 is 80.3%. In first 6 months of 2017/18 a total of 147 traffic signals repairs were required, 118 of which were carried out within the 48 hour target. Performance has not achieved target due to the requirement for civils works as a result of road traffic accidents. These are more time consuming than reactive repairs.
31	% of reported street lighting faults which were repaired within the 7 day timescale				68.65%	95%	93%	95%	98.9%	95.6	95%	95%	The % of street lighting faults which were repaired within the 7 day timescale, in the first 6 months of 2017/18 was 96.7% which achieved the target set. The operational performance has improved continuously since the service was brought in house in February 2016. In 2014/15 the % of street lighting faults repaired within timescale was 62.4%.
32	Environment & Communities - Overtime as a % of total employee costs (cumulative)				7.3%	8%	7.3%	7%	6.5%	6.6%	6%	6%	Overtime costs to the end of period 6 were 6.6% of total employee costs which, although just outside the target set this is an improvement on the 2016/17 annual performance of 7.3%.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		Q1 2017/18		Q2 2017/18		
					Value	Target	Value	Target	Value	Value	Value	Target	
Local Government Benchmarking Framework (LGBF) Indicator													
33	Cost of Maintenance per Kilometre of roads (LGBF Indicator)				£12,752	n/a	Not yet available	n/a	Not measured for Quarters			n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2016/17 performance data will not be available until December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
34	% of adults satisfied with parks and open spaces (LGBF Indicator)				83%	n/a	Not yet available	n/a	Not measured for Quarters			n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF. This data will not be available until the first draft of the 2016/17 performance data is published in December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
35	Cost of parks and open spaces per 1,000 of the population (LGBF Indicator)				£21,041	n/a	£19,621	n/a	Not measured for Quarters			n/a	The cost of parks and open spaces per 1,000 of the population has decreased from £21,041 in

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													2015/16 to £19,621 in 2016/17.
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017by the Improvement Service.
													A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
													This data is published by the Improvement Service on an annual basis as part of the LGBF.
36	% of adults satisfied with refuse collection (LGBF Indicator)				85.3%	n/a	Not yet available	n/a	Not measured for Quarters			n/a	This data will not be available until the first draft of the 2016/17 performance data is published in December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
37	Net cost of waste collection per premise (LGBF Indicator)				£54.85	n/a	£55.90	n/a	Not measured for Quarters			n/a	The net cost of waste collection per premise has increased from £54.85 in 2015/16 to £55.90 in 2016/17.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
38	Net cost of waste disposal per premise (LGBF Indicator)				£98.51	n/a	Not yet available	n/a	Not measured for Quarters			n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2016/17 performance data will not be available until December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
39	% of adults satisfied with street cleaning (LGBF Indicator)				66%	n/a	Not yet available	n/a	Not measured for Quarters			n/a	This data is published by the Improvement Service on an annual basis as part of the LGBF. This data will not be available until the first draft of the 2016/17 performance data is published in December 2017. A final release will be published

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.													
Local Government Benchmarking Framework (LGBF) Indicator													
40	Net cost of street cleaning per 1,000 of the population (LGBF Indicator)				£10,014	n/a	£8,454	n/a	Not measured for Quarters	n/a			The cost of parks and open spaces per 1,000 of the population has decreased from £10,014 in 2015/16 to £8,454 in 2016/17. It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
41	Cost of Trading Standards per 1,000 of population (LGBF Indicator)				£2,624	n/a	£2,754	n/a	Not measured for Quarters	n/a			The cost of Trading Standards per 1,000 of the population has increased from £2,624 in 2015/16 to £2,754 in 2016/17. It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017by the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance	
					Value	Target	Value	Target	Value	Target	Value	Target		
Improvement Service.														
A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.														
Local Government Benchmarking Framework (LGBF) Indicator														
The cost of Environmental Health per 1,000 of the population has increased from £10,661 in 2015/16 to £10,835 in 2016/17.														
42	Cost of Environmental Health per 1,000 of population(LGBF Indicator)				£10,661	n/a	£10,835	n/a	Not measured for Quarters	n/a	It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017by the Improvement Service.			
		A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.												
		In quarter 1 of 2017/18, 60% of pothole repairs were completed within timescales, which was below the target of 68%. In quarter 2 the service concentrated efforts on improving the pothole repair performance which resulted in an improvement to 82% in the second quarter.												
43	% of pothole repairs completed within timescales				62%	80%	66%	66%	60%	82%	75%	(revised target)	At the end of the first half of 2017/18, 66% of	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
44	% of FOI requests completed within timescale by Environment & Communities				100%	100%	100%	100%	100%	100%	100%	100%	In the first 6 months of 2017/18 the service dealt with 182 Freedom of Information requests, all of which were completed within the statutory timescale.				
45	% of front line resolutions dealt with within timescale by Environment & Communities				87%	100%	84%	100%	86%	100%	80%	100%	In the first 6 months of 2017/18 the service dealt with 2,806 front line resolutions, 83% of which were dealt with within the agreed 5 day timescale. 88% of frontline resolutions were dealt with within a 10 day timescale and 91% within 15 days.				

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Target	Value	Target	
													made to the Council.
													Although performance has not met target in the first six months of 2017/18 it should be noted that the number of enquiries received in relation to the level of the service provided continues to be low. For example, the number of complaints about missed waste collections is less than 0.1% of the total number of collections made.
													To address performance the service has introduced weekly meetings to ensure timescales are achieved. This process is supported by issuing daily reminders to managers.
													In the first 6 months of 2017/18 the service dealt with 15 complaint investigations, 13 of which were dealt with within the agreed timescale.
													In quarter 1 the service did not meet its target for completing complaint investigation within timescale. To address the quarter 1 performance a new procedure was introduced to ensure that complaint investigations were highlighted to managers to ensure that the complaints were investigated to ensure the 20 day statutory target is met.
46	% of complaint investigations completed within timescale by Environment & Communities				94%	100%	91%	100%	78%	100%	100%	100%	There were 6 complaint investigations received in quarter 2 and all were completed within timescale.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
47	Building Services - % of overall housing repairs completed within target				91%	95%	95%	95%	95%	95%	93%	95%	The overall performance for quarter 2 was 93% which was below the target at 95%. The majority of failures relate to the reallocation of resources to cover necessary maintenance works during the school holiday period.