

Environment & Infrastructure

Service Improvement Plan 2022-2025

1. Introduction

- 1.1 This Service Improvement Plan for Environment & Infrastructure covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. As restrictions continue to ease and public services can have a greater focus again on business as usual, the Council is once again producing three-year improvement plans.
- 1.3 The major factors that this Service Improvement Plan will require to respond to are the ongoing recovery from the pandemic, the challenging financial environment and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to elected members after the summer recess later this year. It will set out the high-level strategic outcome the Council intends to achieve and detail the steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:
- Place: What we do to support our economy, our infrastructure, our assets
 - People: What we do to support our communities and individual residents
 - Sustainability: What we do to address climate issues and promote sustainable services and communities
 - Living Our Values: What we do in terms of our organisational behaviours and approaches
- 1.5 The Community Plan is a ten-year plan and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to elected members and the Community Planning Partnership after the summer recess.
- 1.6 Service Improvement Plans informs each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and

improvement activity within the service as well as providing context for budget decisions.

- 1.7 Environment & Infrastructure contribute towards the following partnership plans;
- Local Government Benchmarking Framework (LGBF)
 - Renfrewshire Community Planning Partnerships
 - Clyde Valley Waste Partnership
 - Transport Scotland Bus Partnership Fund
 - Renfrewshire Health & Social Care Partnership Strategic Plan
 - Strathclyde Partnership for Transport
- 1.8 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, Environment & Infrastructure will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

- 2.1 Environment & Infrastructure is responsible for the provision of every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,500 employees, employed on a full-time or part-time basis, with a gross expenditure budget of approximately £70.3 million. Frontline services are delivered at around 270 Council premises, to over 91,000 households and businesses, and support more than 849 km of roads and transport infrastructure.

Environment & Infrastructure has two main service areas/groupings, Operations and Infrastructure and Facilities Management Services.

The overall core aims of the service are to deliver:

- **Operations and Infrastructure Services:**
Waste, Streetscene, Roads, Infrastructure & Transportation, Fleet and Social Transport and Sustainability & Place.
- **Facilities Management & Property Services:**
Hard & Soft Services: includes janitorial, cleaning, catering, school crossing patrollers, repairs, maintenance and compliance in schools and public buildings, Building Services operations.

3. Overview of Achievements 2021/22

As part of the Council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021/22. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report on that Service Delivery Plan has also been presented to this Board. The outturn details the achievements of Environment & Infrastructure during 2021/22 and sets out progress against actions and performance targets. These achievements include;

Strategic outcome 1: Reshaping our place, our economy and our future

ROADS INVESTMENT PROGRAMME

The roads capital investment programme for 2021/22 commenced in April 2021. Planned carriageway resurfacing works included significant ambassador routes through Renfrewshire such as the St James Interchange, Barrhead Road and Glasgow Road. In total, 90 carriageways and 38 footways have been resurfaced.

CAPITAL INVESTMENT PROGRAMME

- Roads and Footways upgrade programme - £9.1 million
- Active Travel and Bus Infrastructure
- Completion of works on the White Cart footbridge and strengthening of Crosslee Bridge
- #YouDecide Community Investment Fund Campaign - £500,000
- Cemeteries Estate improvements
- Upgrading toilet facilities in schools

INVESTING IN PARKS AND CEMETERIES

During 2021/22 Environment & Infrastructure has invested in Renfrewshire's parks and cemeteries. An investment of £2.284 million to support improvements in outdoor access and play areas was agreed for over 2021/22 and 2022/23. £1.25m from the Strategic Asset Management Fund was set aside specifically for park investment. The Scottish Government awarded Renfrewshire a capital grant of £158,000 for 2021/2022. Environment & Infrastructure planned to complete 14 renewals of park infrastructure and 7 refurbishments between 2021/22 and 2022/23. A further capital grant of £155,000 for play areas was awarded by the Scottish Government for 2022/2023.

The total capital investment in cemeteries is £320,210 for 2022/23. Funding is committed this financial year for roads and drainage and other minor works in cemeteries including;

- Work commissioned for renewed signage for all cemeteries.
- Work commissioned for drainage connection onto Scotts Road.
- Next phase of major works for drainage and road surfaces being commissioned for Hawkhead Cemetery.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

PROVISION OF MEALS DURING SCHOOL HOLIDAYS

Working in partnership with colleagues in Community Development and Learning, healthy meals have been provided to vulnerable young people during school holidays.

CREATING EMPLOYMENT OPPORTUNITIES

Several service areas employed staff through the Scottish Government's Kickstart Scheme. Working with colleagues in Invest in Renfrewshire, Kickstart has been developed to create 6-month placements for 16 to 24 year olds most at risk from long term unemployment. The placements support young people to develop skills and experience needed to find work after completing the 6 months.

ONLINE SCHOOL PAYMENTS – CASHLESS CATERING

The roll out of the cashless catering technology to all primary, secondary, nursery and ASN schools has been completed in 2021/22. The system allows parents to pay for their child(ren)'s meals online and gives visibility of their child(ren)'s meal choices and anonymises free school meal entitlement. The new system has allowed quicker throughput for children using the school meals service.

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

SUPPORTING THE COUNCILS PLEDGE TO BE CARBON NEUTRAL BY 2030

Environment & Infrastructure activities continue to make a critical contribution towards Renfrewshire being carbon neutral by 2030. It has an active role in this process and already delivers a number of programmes to help mitigate climate change:

- Leading on the Environment & Place agenda;
- Playing a key role in the promoting and encouraging waste minimisation through reducing, reusing and recycling;
- Assisting communities to mitigate flooding;
- Embedding sustainable travel planning across the Council and improving our fleet utilisation;
- Increasing our use of alternative fuels to impact positively on levels of CO₂ being emitted by the public vehicle fleet; and
- Reducing emissions from our public space lighting as a result of the implementation of the LED replacement programme.

ENVIRONMENT & PLACE INVESTMENT

Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change.

- In 2021, 8,965 volunteers removed 18,056 bags of litter, weeds or detritus during 4,696 events.
- 771 clean up events have taken place in the Big Spring Clean 2022 and removed 2,345 bags of litter.
- Continued additional and targeted mechanical street cleaning and gully cleaning with over 3,000 tonnes of waste collected.
- Supporting community and volunteer participation with an emerging interest throughout 2021/22 of volunteers delivering grounds maintenance work, further improving local areas.

ELECTRIC VEHICLE & CHARGING INFRASTRUCTURE

In 2021/22, in support of the expansion of the Electric Vehicle Fleet, £275,000 has been invested. Additional charging infrastructure has been installed at the Underwood Road and Robertson Park depots. Public EV charging points have been added at Castle Semple Visitor Centre Lochwinnoch, Johnstone Town Hall, Montrose Care Home in Foxbar and various Council owned car parks across Renfrewshire.

Funding of £75,000 has been awarded from the Low Carbon Travel and Transport Fund and has been invested in a further public charging point at Stow Brae Car Park in Paisley.

Strategic Outcome 5: Working together to improve outcomes

SUPPORT FOR COVID-19 VACCINATION AND TESTING CENTRES

Environment & Infrastructure services supported the local efforts against COVID-19. Building Services supported the distribution of PPE to Care Homes throughout 2021/22. Vital soft facilities management services have been delivered across all 270 Council buildings assisting the reduction of the risk of infection among users of these buildings. Environment & Infrastructure have assisted in delivering contingency arrangements for vaccination and testing centres across Renfrewshire.

SERVICE AWARDS

Waste Operations won the Outstanding COVID-19 Response Award at the Chartered Institute of Waste Management Scottish Resources Awards in September 2021. The panel were impressed with the quick and effective response of the service and household waste recycling centres to ensure the continuation of service, tackling the challenges of frontline resourcing, operation safely and significant increases in waste arisings.

Facilities Management (Soft Services) won the ASIST award for Outstanding Contribution to Facilities Management in recognition of the innovative approach to the Soft FM service remodelling within educational establishments in 2021/22.

In September 2021, the service was awarded the Commitment to BICS Training & Assessment in Education Award at the BICS annual awards event.

Against stiff competition from across the UK, Team Up 2 Clean Up were short listed for an MJ award in 2021/22. The campaign was also short listed for two Local Government Chronicle Awards for Community Involvement and Environmental Services. Although ultimately unsuccessful in final judging, these shortlist achievements showcase the quality of engagement that the TU2CU campaign has built and the commitment to delivering environmental outcomes to communities across Renfrewshire.

4. Our Strategic Context

4.1 National policy context

The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the national Strategic Framework for Recovery. Digital services have become much more widely used but in-person services are now returning as public health restrictions continue to ease. As the recovery progresses, the Council will work with staff, residents and partners to identify new ways of working which best meet the needs of our people and our communities.

4.1.1 **COVID-19**

Under the provisions of the Health Protection (Coronavirus, Restrictions) (Directions by Local Authorities) (Scotland) Regulations 2020, local authorities in Scotland have additional powers relating to the coronavirus. This allows them to take specific actions, under certain circumstances, to prevent, protect against and/or control the spread of coronavirus, and to provide a public health response to outbreaks.

4.1.2 **Climate Emergency**

Renfrewshire Council declared a climate emergency in 2019 and continues to progress work which aims to have the council reach Net Zero by 2030. More detailed plans on this will be published over the course of 2022. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3,000 for localised initiatives which meet their community's needs and align to the Council's drive towards Net Zero. Environment & Infrastructure will continue to play an active role in this workstream and already delivers a number of programmes to help mitigate climate change. It leads on the Environment and Place agenda, a £2.5million investment across five years which is making a difference to the cleanliness of streets in Renfrewshire and improving the local environment.

4.1.3 **The Clyde Valley Waste Management Project**

The service has a key role in promoting and encouraging waste minimisation through reducing, reusing and recycling. The recent waste service change has delivered positive outcomes with Renfrewshire's households helping to reduce their residual waste and presenting more recyclable waste. The Clyde Valley Waste Management Project, Treatment & Disposal of Residual Waste commenced operation on 7th January 2020. This will assist the Council in meeting its landfill diversion targets, with over 90% of waste becoming refuse derived fuel which will be used to generate renewable energy.

4.1.4 **Clyde and Loch Lomond Flood Risk Management Strategy**

It works closely with SEPA on matters relating to flooding and the development of the Clyde and Loch Lomond Flood Risk Management Strategy has set a framework for action for the Council to address flooding in areas at most risk. This assists communities to become more resilient to the impacts of global warming and climate change.

4.1.5 **Sustainable Travel**

The service has also embedded sustainable travel planning across the Council. This has encouraged more efficient and effective methods of sustainable travel; increased the use of electric vehicles while improving our fleet utilisation.

4.1.6 **CO₂ Emissions**

Increasing our use of alternative fuel will have a positive impact on levels of CO₂ being emitted by the public vehicle fleet. In recent years the service has made a significant impact on reducing CO₂ emissions from our public space lighting as a result of the implementation of the LED replacement programme.

4.1.7 **UK Leaving the EU**

The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding

and will be allocated to local authorities according to a funding formula. More detail is expected over the next few months.

4.1.8 **Early Years Strategy (1140 hours)**

The Scottish Government implemented an increase in early learning and childcare entitlement from 600 to 1140 hours per year in August 2021, referred to as the Early Years Strategy (1140 hours). This was delayed a year due to the Covid-19 pandemic. This expansion covers all 3 and 4-year olds and eligible 2-year olds and includes the provision of a free lunch to reduce the cost of childcare for parents. This provision has been implemented across Renfrewshire and Facilities Management work in conjunction with Children's Services to deliver hot, healthy nutritious lunches.

4.1.9 **The Nutritional Requirements for Food and Drink in Schools (Scotland) Amendment Regulations 2021**

The Scottish Government undertook a review of Nutrition Requirements for Food and Drink in Schools (Scotland) Regulations 2008. In 2017, a technical working group was established to provide evidence-based recommendations to progress school food further towards the Scottish Dietary Goals. Consultation based on these recommendations followed in 2018 and new regulations were implemented in 2020. As these regulations apply to the whole of the school day and not just to the lunch service, Soft FM has developed an informative training package on the guidelines to raise awareness to all staff working in schools.

In December 2021, the Scottish Government issued a temporary amendment to the regulations to allow for adaptations to be made to menus to address fluctuations in product availability without compromising the ability to fully comply with the Regulations. This was in response to the significant, unavoidable school food supply-chain issues experienced across Scotland.

4.1.10 **Deposit and Return Scheme for Scotland Amendment Regulations 2022**

The Deposit and Return Scheme for Scotland Amendment Regulations 2022 is the response to findings from a review of the implementation of the DRS published in December 2021 and feedback from a wide range of stakeholders, the Scottish Government laid amended regulations before the Scottish Parliament and the full implementation date will now be 16 August 2023. The establishment of a Deposit Return Scheme (DRS) will enable consumers to take single-use containers back and redeem a 20p deposit from any retailer selling drinks covered by the scheme, including plastic bottles made from PET (polyethylene terephthalate) plastic, aluminium and steel cans and glass bottles.

4.1.11 **Circular Economy Bill**

On 1 April 2020, the Scottish Government announced the introduction of the proposed Circular Economy Bill at the then current Parliamentary session would be postponed enabling resources to be directed towards tackling the Covid-19 pandemic. A circular economy is one where resources are kept in use for as long as possible. Consultation on the Circular Economy Bill opened in May 2022.

This forms part of wider plans for a change in the approach to reducing, reusing and recycling materials to help drive Scotland's circular economy, as part of Scotland's response to the global climate emergency.

4.1.12 **Memorial and Headstone Inspections**

Environment & Infrastructure has created a new Memorial and Headstone Inspections policy which will allow Renfrewshire to comply with Scottish Government guidance. This policy outlines the inspection process which will be implemented.

4.1.13 **Transport (Scotland) Act 2019**

The Transport (Scotland) Act 2019 was passed on 15 November 2019. The Act contains various provisions which will have an impact on the transport landscape for local authorities in Scotland going forward. The Act sets out the vision for Transport in Scotland over the next number of years and identifies key priority areas for improvement. These include provisions for improvements to public transport, introducing a ban on pavement parking and the creation of low emission zones across Scotland.

4.1.14 **National Transport Strategy 2 (NTS2)**

The Transport (Scotland) Act 2019 sets out a statutory requirement for Scottish Ministers to establish a national transport strategy for Scotland. The National Transport Strategy 2 (NTS2) was published on 5 February 2020 and sets out a vision for ‘... a sustainable, inclusive, safe and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, business and visitors.’

This National Strategy has led to the development of a Regional Transport Strategy for the former Strathclyde area which will be published in late 2022. Once this Regional Strategy has been published the Council can then produce a local Transport Strategy for Renfrewshire. A new Renfrewshire Transport Strategy will be based on the priorities outlined in the National and Regional strategies but will be developed based on the local context of transport priorities within Renfrewshire.

In addition to the National Transport Strategy, Transport Scotland have produced the second Strategic Transport Projects Review (STPR2) which sets out a 20-year plan for transport investment based on the National Transport Strategy’s Priorities and in line with the Sustainable Travel and Investment hierarchies.

The interventions of the NTS2 have been set out in a consultation on the Second Strategic Transport Projects Review (STPR2) Summary Report. The consultation closed on 15 April 2022. This is one of the mechanisms for delivering the vision, priorities and outcomes for the NTS2.

4.1.15 **Regional Transport Strategy (RTS)**

Strathclyde Partnership for Transport (SPT) is preparing a new Regional Transport Strategy (RTS) for the west of Scotland to improve transport and travel in the SPT area over the next 15 – 20 years. The RTS will reflect the content of NTS2 and as such its process is being timed for publication just after NTS2.

4.2 **Local policy context**

4.2.1 **Economic Recovery Plan**

In December 2020, Council approved an [Economic Recovery Plan](#) for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.

4.2.2 **Social Renewal Plan**

The Council also has a [Social Renewal Plan](#) which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The plan was developed after consultation with communities, and the council continues to seek views on these issues through consultation exercises and our Public Services Panel. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.

4.2.3 **Alcohol and Drugs Commission**

Renfrewshire's [Alcohol and Drugs Commission](#) made its recommendations in 2020, setting out clear measures that partners across Renfrewshire need to take to reduce drug and alcohol related harms and promote recovery.

4.2.4 **Transformation Programme**

The Council's transformation programme continued throughout the pandemic but the launch of subsequent phases was paused. New phases of transformation will start during 2022. Environment & Infrastructure will support this next phase of the programme.

4.2.5 **Our Values**

More than 4,000 voices including our staff, local residents, partners, young people and community groups helped identify the values most important to us all that describe our promise to our communities, staff and partners and what people can expect of us. These values have been formally adopted by Renfrewshire Council and will guide how we deliver services and make decisions every day. Our Values are;

- We are fair. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
- We are helpful. We care about getting things right and are always approachable.
- We are great collaborators. We work as one team and with people who care about this place.
- We value learning to help us innovate, improve and deliver better services.

4.2.6 **Demographics**

Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has

considerable implications for Council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.

4.2.7 **Best Value Audit**

All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every Council term (i.e. every five years). [Renfrewshire's last inspection](#) was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the Council and each year, Audit Scotland publish an [overview report](#) detailing progress against the audit as well as scrutiny of Council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of Councils.

4.2.8 **Risk Management**

The Council's [risk management arrangements](#) are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Corporate and strategic risks, where senior officers in the Finance & Resources service are owners or joint owners of the risks are shown below. The Finance & Resources service also plays a significant role in the management of many 'business as usual' risks that exist within the Council.

Risks	Evaluations
Our strategic risks	
Reducing inequalities in Renfrewshire	Very High
Economic	Very High
Unemployment	Very High
Climate sustainability and adaptability	High
Our corporate risks	
Financial sustainability	Very High
Cyber attack	High
Financial stability	High
Regulatory services/statutory activities	High
Our top service-specific risks	
Commercial vehicles and Operator's Licence	High
Headstones and Memorial safety	High

4.2.9 **Equality and Diversity**

Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.

4.2.10 **Technology and Data**

The service's key overarching priorities for 2022/23 to embrace technology and data will be:

- Use of new technology to improve service outcomes
- Redesign of key business processes; and
- Digital modernisation of service delivery
- Better use of data for business intelligence and insight.

This will build on the success of the gully maintenance app, the roll out of cashless catering within schools and will be further enhanced through the wider use of mobile technology across the service.

4.2.11 **Regeneration**

The service will support the economic regeneration and revitalisation of town centres with the service having a specific focus on the public realm and transport access.

4.2.12 **Asset Management**

The Council's Corporate Asset Management strategy sets out the overall framework for the strategic management of all Council assets. The Council has classified its assets into six categories:

- Property
- Open space
- Road infrastructure
- Fleet
- Housing Revenue Account assets
- Information and communication technology

Hard FM services maintain the majority of property and housing revenue account assets with Operations & Infrastructure responsible for the maintenance and development of open space, roads infrastructure and fleet assets to support communities, economic development and enable the Council to deliver services. In the current financial climate short and long-term planning for investment and maintenance in these assets is a key priority for the service.

Capital investment in our cultural and key physical infrastructure continues to move forward. Environment & Infrastructure plays a lead role in the delivery of the investment in our venues, public realm and transportation infrastructure to support better local economic development and support job creation and growth of local and new businesses. Physical renewal will also attract more visitors, new residents, students and potential further investment. Investment in our physical infrastructure will ensure that the town meets the need and purposes of those that live and work here

4.2.13 **Transport Improvements**

There continues to be a strategic focus on improving transport within Renfrewshire to facilitate the wider principles of placemaking and regeneration. The Council, along with Strathclyde Partnership for Transport (SPT), work to support the continued use and increased use of public transport following the COVID-19 restrictions.

4.2.14 Bus Partnership

The £2 million Bus Partnership Fund award will deliver junction improvements with bus priority measures across Paisley Town Centre. This project, prioritising pedestrians, cyclists and public transport users will be completed by March 2023.

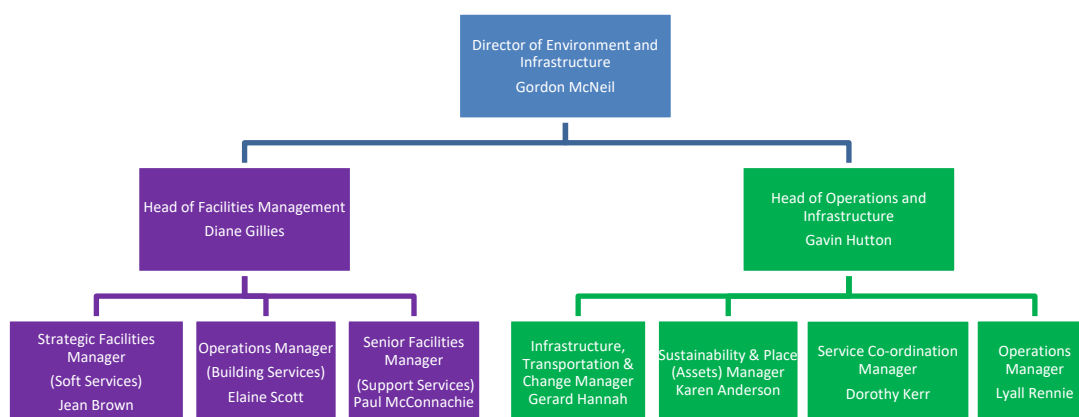
4.2.15 Levelling Up Fund

The £38 million award from the Levelling Up Fund for the area will include a new road bridge over the White Cart River, complimenting the recently refurbished footbridge. New road infrastructure and enhanced links between Paisley Town Centre, Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) will also form areas of investment.

5 Our Workforce

5.1 Environment & Infrastructure provides every day essential services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,500 employees, employed on a full-time or part-time basis.

5.2 The Senior Leadership Team are responsible for the strategic and operational elements of service delivery across Environment & Infrastructure.



Director of Environment & Infrastructure

Gordon McNeil is the Director of Environment & Infrastructure Services and a member of the Corporate Management Team. Gordon has overall responsibility for:

- Facilities Management
- Operations & Infrastructure

Gordon.mcneil@renfrewshire.gov.uk

Head of Facilities Management

Diane Gillies is Head of Facilities Management.

Facilities Management has three services to deliver key areas of activity, these are listed below (along with the manager for each service area).

- Soft Facilities Management (Jean Brown)
- Hard Facilities Management (Elaine Scott)
- Support Services (Paul McConnachie)

Diane.gillies@renfrewshire.gov.uk

Soft Facilities Management

Jean Brown is the Strategic Facilities Manager for Soft Facilities Management and is responsible for the following areas of service:

- Soft Facilities Services: janitorial, cleaning, catering, caretaking, housekeeping and school crossing patrollers.

Jean.brown@renfrewshire.gov.uk

Hard Facilities Management

Elaine Scott is the Senior Facilities Manager (Building Services) and is responsible for the following areas of service:

- Building Services Operations
- Repairs and maintenance for Housing and Public Buildings
- Streetlighting maintenance services

Elaine.scott@renfrewshire.gov.uk

Support Services

Paul McConnachie is the Senior Facilities Manager (Support Services) and is responsible for the following areas of service:

- Compliance in schools and public buildings.
- Life Cycle Maintenance in schools and public buildings
- Public Building Energy

Paul.McConnachie@renfrewshire.gov.uk

Note: Facilities Management services Service Improvement Plan and operational performance is reported to the Finance, Resources and Customer Services Board.

Head of Operations & Infrastructure

Gavin Hutton is Head of Operations & Infrastructure.

Operations & Infrastructure has four services to deliver key areas of activity, these are listed below (along with the manager of each service area).

- Infrastructure, Transportation and Change (Gerard Hannah)
- Sustainability, Place and Assets (Karen Anderson)
- Service Coordination (Dorothy Kerr)
- Operations (Lyll Rennie)

Gavin.hutton@renfrewshire.gov.uk

Infrastructure, Transportation and Change Manager

Gerard Hannah is the Infrastructure, Transportation and Change Manager and is responsible for the following areas of service in Operations & infrastructure:

- Roads & Transportation

Gerard.hannah@renfrewshire.gov.uk

Sustainability, Place and Assets Manager

Karen Anderson is the Sustainability and Place Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Waste Strategy
- Parks and play areas
- Cemeteries and memorial safety

Karen.Anderson@renfrewshire.gov.uk

Service Coordination Manager

Dorothy Kerr is the Service Coordination Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Complaints & Enquiries,
- Departmental Lead for
 - Freedom of Information, GDPR
 - Health & Safety, Training, Absence

Dorothy.kerr@renfrewshire.gov.uk

Operations Manager

Lyall Rennie is the Operations Manager and is responsible for the following areas of service in Operations & Infrastructure:

- Waste Services
- StreetScene & Land Services
- Fleet & Social Transport

Lyall.rennie@renfrewshire.gov.uk

Note: Operations & Infrastructure services Service Improvement Plan and operational performance is reported to the Infrastructure, Land and Environment Board.

5.3 Our Partnerships and Providers

Environment & Infrastructure maintain a number of strategic partnerships with key bodies in order to develop shared objectives and design services that reflect national, regional and local community planning priorities. These include:

- Scottish Government & CoSLA
- Health and Social Care Partnership
- SEPA
- Zero Waste Scotland
- Scottish Water
- Soil Association
- Housing Associations
- Partnership Forums, Community Councils and tenants forums
- SCOTS
- Police Scotland
- SPT
- DVSA

5.4 Our Finances

All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the

impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes.

Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.

However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.

Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

Environment & Infrastructure have a revenue budget of approximately £50.95 million and £19.342 million capital budget for 2022/23.

6 Our Strategic Priorities

As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.





- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.



6.1 Strategic Priorities

6.1.1 Priority Actions – Place: What we do to support our economy, our infrastructure, our assets				
Action Code	What we will do?	What difference we will make?	Lead Officer(s)	Target Date
01	Deliver the 2022/23 roads and footways capital investment programme - £10.984 million	Improvements to the condition of roads and footways infrastructure	Infrastructure & Assets Manager	31-March-2023
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	Transportation & Development Manager	31-March-2023
03	Continue to develop and upgrade the Council's traffic light infrastructure from analogue to digital	Ensure that the Council's traffic light infrastructure is digitally compliant and supportive of an urban traffic control system	Transportation & Development Manager	31-March-2023
04	Continuing to deliver repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire	Housing properties within Renfrewshire will be maintained to ensure safety and compliance for residents	Senior Facilities Manager (Support Services)	31-March-2023
05	Continuing to deliver repairs and compliance services to public buildings in Renfrewshire including schools	Ensure compliance legislation that Building Services delivers is provided within the 270 public buildings in Renfrewshire	Senior Facilities Manager (Support Services)	31-March 2023
New 06	Develop a Local Transport Strategy supported by revised Active Travel and Public Transport Strategies	The service will have strategic documents outlining the legislative and regulatory responsibilities for delivery of the Active Travel and Public Transport agendas.	Infrastructure, Transportation & Change Manager	31-March 2023
07	Continue to develop first phase design proposals for connectivity and transportation to enable application for external funding for project delivery	Supporting delivery of Active Travel Strategy to improve outcomes for public transport options and deliver reduction in car journeys.	Infrastructure, Transportation & Change Manager	31-March 2023
08	Deliver an increase in cycling infrastructure across Renfrewshire	Improve active travel routes across Renfrewshire	Transportation & Development Manager	31-March-2023
New 09	Deliver Paisley Town Centre junction improvements as part of the Bus Partnership works	Public transport offering in Renfrewshire will be improved	Infrastructure, Transportation and Change Manager	31-March-2023
New 10	Update the Winter Maintenance Policy	Detail arrangements for dealing with ice and snow on our network and outline the decision-making process relating to matters such as	Infrastructure, Transportation & Change Manager	30-September-2022

		treatment priorities and when and how routes are treated.		
New 11	Update Road Safety Policy	Detailing the Council and relevant stakeholders role and responsibilities in relation to improving road safety in Renfrewshire.	Infrastructure, Transportation & Change Manager	31-December-2022
New 12	Develop and implement Unadopted Roads Policy	The service will have a strategic direction in relation to unadopted roads with clearly defined roles and responsibilities.	Infrastructure, Transportation & Change Manager	31-March-2023
New 13	Implement the requirements of the Transport (Scotland) Act 2019 including enforcement of restrictions on pavement parking	The people of Renfrewshire will have transport provisions enhancing social and economic wellbeing, improved environmental outcomes and a focus on health and wellbeing for all.	Infrastructure, Transportation & Change Manager	31-March-2024
New 14	Development of Low Emissions / Electrification Strategy	The strategy will outline steps that the service will take to contribute towards Renfrewshire's achievement of Net Zero carbon emissions by 2030.	Infrastructure, Transportation & Change Manager	31-March-2023
New 15	Implementation of a revised approach to Car Parking in our town centres	Understand the use of the town centre on-street and off-street parking. Making our Town Centres more accessible for walking, wheeling and cycling.	Infrastructure, Transportation & Change Manager	31-March-2023
New 16	Develop a new Cemeteries Policy	Realignment of Cemetery rules, consideration of the available space and future plans for cemeteries in Renfrewshire	Sustainability, Place & Assets Manager	31-March-2023
New 17	Develop a new Open Space Strategy	Improving access to open spaces	Sustainability, Place & Assets Manager	31-March-2023
New 18	Work with colleagues in OneRen to improve access and opportunities to play tennis within Renfrewshire	Increase the opportunity for all to access tennis courts and encourage people in Renfrewshire to be active	Sustainability, Place & Assets Manager	31-March-2023

6.1.2 Performance Indicators: Place - What we do to support our economy, our infrastructure, our assets									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
01 (Maintenance) Carriageway Condition: % of road network considered for treatment									These are annual LGBF Indicators and relate to financial year 2020/21. The 2021/22 data will not be published until February 2023.
(i) A Class Roads	Years	2020/21	19.42%	22.5%		22%	%	%	
(ii) B Class Roads	Years	2020/21	23.68%	24.5%		24%	%	%	
(iii) C Class Roads	Years	2020/21	33.49%	36.5%		36%	%	%	
(iv) Unclassified Roads	Years	2020/21	34.33%	36.5%		36%	%	%	
02 (Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Years	2020/21	32%	32.5%		32%	%	%	This annual indicator measures the % of the total roads network were considered for treatment.
03 % of Statutory road inspections categories completed on target:									Targets are set by Scottish Road Works Commissioner.
Category A	Years	2021/22	100%	100%		100%	100%	100%	
Category B	Years	2021/22	100%	100%		100%	100%	100%	
Category C	Years	2021/22	100%	100%		100%	100%	100%	
04 % of pothole repairs completed within timescales	Quarters	2021/22	83%	80%		80%	80%	80%	In 2021/22, the service reported a total of 1,933 potholes.
05 % of reported street lighting faults which were attended within the 7-day timescale	Quarters	2021/22	99.9%	95%		95%	95%	95%	In 2021/22, the service attended 5,301 active street lighting repair faults. 3,929 were completed and 1,372 were planned for maintenance.
06 % of Overall repairs completed within time by building services	Quarters	2021/22	93.6%	95%		80%	90%	90%	In 2021/22, 48,782 repairs were completed within time by Building Services.







4.2.3 Performance Indicators - Place: What we do to support our economy, our infrastructure, our assets
 (PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
07 average length of time taken to complete non-emergency repairs – public buildings	Quarters	2021/22	17.24	15		15	15	15	The non-emergency repair average time over the year has been impacted by supplier delays due to the impact of COVID. There has also been an impact on the supply chain for materials that has increased the average repair time. The anticipated position of 22/23 is still under pressure and will continue to be monitored.
08 % of compliance tasks undertaken per year – Statutory compliance for public buildings	Quarters	2021/22	72%	90%		80%	90%	90%	The performance is below target due to the issues experienced with allocation of contractors and resources due to the COVID-19 pandemic. Statutory compliance includes water checks. In 2021/22 the administration process of the water checks changed, and the recording of the check completion is currently running behind. This is

									reflected in the 72%. If water compliance checks are removed, the service is performing at 82% of all other statutory compliance checks completed on within 2021/22.
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6.2.1 Priority Actions - People: What we do to support our communities and individual residents				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Implement the preferred options from the #YouDecide participatory budget programme for infrastructure improvements	Local communities will feel empowered and involved in improvements in their local area	Infrastructure, Transportation & Change Manager	31-March-2023
02	Provide healthy meals that meet the requirements of the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020 by analysing the school menus to comply	Children will be provided with hot, healthy, nutritional meals and return to school ready to learn	Strategic Facilities Manager (Soft Services)	31-March-2023
New 03	Work in partnership with Community Learning and Development Team as an integral part of the holiday programme through the provision and delivery of healthy meals	Children will be provided with healthy meals during school holiday periods helping to tackle food poverty and support families in Renfrewshire	Strategic Facilities Manager (Soft Services)	31-March-2023
New 04	Deliver the expansion of free school meals to all P1 – P5 children and to all ASN pupils	All primary school children in P1 – P5 and ASN pupils will benefit from a healthy meal every day which will impact positively on families' finances and wellbeing.	Strategic Facilities Manager (Soft Services)	31-August-2022
New 05	Carry out capital improvements in school kitchens, in line with Scottish Government capital funding, to maintain the delivery of free school meals to all P1 – P5 pupils and all ASN pupils.	Kitchens will be better equipped to deliver hot, healthy, nutritious school meals based on the expansion of free school meal entitlement.	Strategic Facilities Manager (Soft Services)	31-August-2022
New 06	Work with the Scottish Government to deliver the further expansion of free school meals to all P6/P7 pupils and to deliver a free breakfast service for all primary school pupils	All primary school and ASN pupils will benefit from a healthy breakfast and lunch meal every day which will impact positively on families' finances and wellbeing.	Strategic Facilities Manager (Soft Services)	31-May-2026
07	Deliver a programme of engagement with schools, parents and pupils, encouraging participation in the development of school meal menus	School meal uptake will increase, resulting in more children and young people taking healthy meals.	Strategic Facilities Manager (Soft Services)	31-March-2023
08	Provide employment and training opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Senior Leadership Team	31-March-2023
New 09	Provide trade apprenticeship opportunities in Building Services for young people residing in Renfrewshire.	Young people will achieve a recognised skilled Building Services trade.	Operations Manager (Building Services)	31-March-2023

10	Continue to work with CoSLA to ensure the provision of free sanitary products within education premises across Renfrewshire as part of the of the Period Products (Free Provision) (Scotland) Bill	Removal of the stigma of period poverty with young people having access to free sanitary products in schools.	Strategic Facilities Manager (Soft Services)	31-March-2023
New 11	Consult with local residents, especially children, on choice of equipment to be implemented for playpark improvements throughout Renfrewshire.	Improve accessibility for all Renfrewshire residents with particular benefit to those with physical disabilities. Modernising and increasing the play value of the equipment in our parks and play areas.	Sustainability, Place and Assets Manager	31-March-2023

6.2.2 Performance Indicators - People: What we do to support our communities and individual residents (PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/ 23 Annual Target	2023/ 24 Annual Target	2024/ 25 Annual Target	Comments
01 % uptake of free school meals in primary schools	Quarters	2021/22	49.3%	75%		52%	58%	62%	School meal uptake in Primary and Secondary Schools has been impacted by the pandemic, when a more limited lunch offering and dining experience was offered. Over the course of this school year we have been able to return to a pre covid offering, pupils have started to return with the service working with pupils, teachers and parent to develop a new menu from January 2022. There has been positive feedback to this new menu and the service has seen an increase in uptake over the last few months. Taster sessions are organised with schools and working with schools on an individual basis
02 % uptake of free school meals in secondary schools	Quarters	2021/22	32.3%	49%		35%	38%	41%	


05	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm, waste and consumables (Council Plan Action)	Contribution to achieving the Council's carbon management reduction targets	Head of Operations & Infrastructure	31-March-2023
06	Deliver the objectives and requirements of the Scottish Household recycling charter, Circular Economy and Deposit Return and Extended Producer Responsibility schemes. (Council Plan Action)	The quality and quantity of recycle will be improved and levels of residual waste reduced.	Head of Operations & Infrastructure	31-March-2023
New 07	Further develop the digital application software for Waste Management system	Improved service excellence with regards to bin collections to empty all bins first time every time. Further work will deliver improvements for APOs and Trade waste services.	Operations Manager	31-August-2022
New 08	Prepare site at Linwood for improved bin store facility and consideration of the infrastructure required to fulfil the Deposit Return Scheme and future requirements for segregation of waste.	Improved security and stock control of bin stores. Establishment of a facility to provide sorting of waste in line with the requirements of the Deposit Return Scheme, reducing single use plastic and encouraging a circular economy.	Operations Manager	31-March-2023
New 09	Implement schedule for grass cutting and vegetation cutback in rural areas and on core path network	Improved service delivery and customer satisfaction	StreetScene Manager	31-March-2023
10	Develop and implement a long-term sustainable leachate and surface water management plan for Linwood Moss.	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	Sustainability, Place and Assets Manager	31-March-2023
New 11	Develop a new Waste Strategy Policy	Improve the waste collection focusing on increasing recycling and reducing waste diverted to landfill	Sustainability, Place and Assets Manager	31-March-2023
New 12	Deliver Christmas Lighting in 3 towns and 12 villages.	The provision of town and village lighting displays will be delivered on time, in line with event timetables.	Infrastructure and Assets Manager	25-December-2022
New 13	Install fixed and mobile cameras to deter or help identify flytipping in hotspot areas	Cameras will be installed with 3 PTZ (pan, tilt and zoom cameras). Fixed to lighting columns in identified flytipping hotspot areas, they will help deter offenders and provide evidence towards prosecution.	Operations Manager	31-March-2023

		<p>One mobile camera will be used by the Environmental Task Force to manage and relocate this to address other hotspots where no power is available.</p> <p>Local areas will have less flytipping.</p>		
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6.3.2 Performance Indicators - Sustainability: What we do to address climate issues and promote sustainable services and communities

(PI Status:  Alert,  Warning,  OK,  Data Only)


Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	Status	2022/ 23 Annual Target	2023/ 24 Annual Target	2024/ 25 Annual Target	Comments
01 Street Cleanliness Score - % of areas assessed as clean	Years	2020/21	93.6%	92%		92%	92%	92%	Council Plan Indicator/ LGBF Indicator This is an annual LGBF Indicator and relates to financial year 2020/21. The 2021/22 data will not be published until February 2023.
02 Amount of CO ₂ emitted by the public vehicle fleet	Years	2021/22	3,223	3,000		3,000	3,000	3,000	Council Plan Indicator The amount of CO ₂ emitted by the public vehicle fleet has increased from 2,992 in 2020/21 to 3,223 in 2021/22. This is above target of 3,000 due to the increased number of vehicles in the fleet.
03 % of the vehicle fleet which uses alternative fuels, such as electricity	Quarters	2021/22	25%	25%		25%	25%	25%	Council Plan Indicator This indicator measures the percentage of the Council's vehicle fleet which uses alternative fuel such as electricity
04 Reduce the amount of CO ₂ emitted from public space lighting	Years	2021/22	1,246	1,700		1,500	1,500	1,500	Council Plan Indicator Future years targets reflect the impact of the street lighting investment.
05 % of bins uplifted first time	Quarters	2021/22	99.8%	99.9%		99.8%	99.8%	99.8%	In 2021/22, the service collected bins from around 91,000 households.
06 Complete Inspection process for all	Years	2021/22	38%	20%		65%	100%	100%	This indicator reflects the percentage of




headstones and burial grounds									burial grounds that have been inspected in line with the Memorial and Headstone inspection policy.
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2022 Annual Target	2023 Annual Target	2024 Annual Target	Comments
07 % of Household Waste Recycled	Years	2021	Awaiting Data	50%		50%	50%	50%	Legislative changes will need to be considered in relation to the impact on the materials that will be processed. There will be a difference in the production in waste due to behavioural changes influenced by economic downturn. Once DRS, EPRS and Circular Economy are implemented there will be resultant effects on the recycling rates. Improvement works at the Household Waste Recycling Centres, campaigns in Renfrewshire schools along with a widespread communications campaign are all being implemented to improve recycling rates through encouraging and educating people to place the right material in the right bin.
08 % of Household waste collected which is landfilled	Years	2021	Awaiting Data	5%		5%	5%	5%	Awaiting verified data from SEPA



6.4.1 Priority Actions – Living Our Values: What we do in terms of our organisational behaviours and approaches				
Code	What we will do?	The difference we will make?	Lead Officer(s)	Target Date
01	Provide our employees with the appropriate support to manage their attendance, health and wellbeing	Sickness absence levels and costs will be minimised	Senior Leadership Team	31-March-2023
02	Implement the Council's People's Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively	Senior Leadership Team	31-March-2023
04	Active participation in Council's Right for Renfrewshire Transformational Programme	The service will play its role in delivering cross cutting change	Senior Leadership Team	31-March-2023
05	Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	Infrastructure, Transportation and Change Manager	31-March-2023
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation	The number of vehicles in the Council's fleet will be reduced and its effectiveness maximised	Operations Manager	31-March-2023
07	Deliver improvements in the Council's Cemeteries estate	The condition of cemetery infrastructure will be improved	Sustainability, Place and Assets Manager	31-March-2023
08	Provide an integrated FM service across the Council for public building and housing repairs and compliance	An integrated approach to service provision will be delivered, improving customer service and efficiency	Head of Facilities Management	31-March-2023
09	Support the Council to implement the Business World system	Ensure the full benefits of the Business World system are realised	Head of Facilities Management	31-March-2023
10	Embed new approaches to staff communication and engagement across all areas of the service	Staff will have greater opportunities to input to the future operation of the service	Senior Leadership Team	31-March-2023
11	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-March-2023
12	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-March-2023
13	Review Health & Safety and Risk Assessments	Health and Safety and Risk Assessment are managed more effectively	Senior Leadership Team	31-March-2023
14	Ensure robust financial monitoring is in place to support the COVID-19 recovery	Services will be able to monitor and plan their resources more efficiently	Senior Leadership Team	31-March-2023
New 15	Continue to work with existing and establish new 'Friends of' groups to	Develop, in partnership with 'Friends of' groups, improvements in maintaining	Sustainability, Place and Assets Manager	31-March-2023










	support implementation of the Community Empowerment Bill	and improving the environment attracting more people into the park and the local area.		
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6.4.2 Performance Indicators – Living Our Values: What we do in terms of our organisational behaviours and approaches

(PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarters	2021/22	15.5	13.7		13.7	13.7	13.7	<p>During the last year absence rates have been slightly above target. This has been exacerbated by some long-term absences who were awaiting NHS appointments or treatment, which were delayed because of the impact of Covid. We have been working with our employees to facilitate their return to work and the absence rates are decreasing.</p> <p>The two main reasons for absence are Musculoskeletal and joint disorders accounting for 30.50% and psychological (non-work related) absence accounting for 30.06%.</p> <p>Operational staff have been working hard to help address mental health issues across the workforce and we now have a team of mental health first aiders within the department.</p>
02 % of members enquiries completed within timescale by E&I	Quarters	2021/22	86.7%	85%		85%	85%	85%	The service deals with over 85% of all elected members enquiries within the Council. At the end of March 2022, the service dealt with 4,722 elected members enquiries.
03 % of FOI requests completed within timescale by E&I	Quarters	2021/22	99%	100%		100%	100%	100%	In 2021/22 the service received 367 FOIs.

04 % of front line resolutions dealt with within timescale by E&I	Quarters	2021/22	80.8%	85%		85%	85%	85%	In 2021/22 the service received 6,609 front line resolutions. Technical difficulties at the start of the year have resulted in lower than target response times. As the year progressed, this was resolved, and target timescales were exceeded.
05 % of complaint investigations completed within timescale by E&I	Quarters	2021/22	64.8%	95%		85%	85%	85%	In 2021/22 the service had dealt with 732 complaint investigations. As with frontline resolution complaints performance at the start of the year was impacted by technical issues and staff changes. The performance in the second half of the year has improved considerably and exceeded the target.

6.5 Data Only 									
Performance Indicator	Frequency of monitoring	Last updated	Current Value	Current Target	Status	2022/23 Annual Target	2023/24 Annual Target	2024/25 Annual Target	Comments
06 Cost of Maintenance per Kilometre of roads	Years	2020/21	£17,495	n/a		n/a	n/a	n/a	LGBF Indicators These are annual LGBF Indicators and relate to financial year 2020/21. The 2021/22 data will not be published until February 2023.
07% of adults satisfied with parks and open spaces	Years	2020/21	83.5%	n/a		n/a	n/a	n/a	
08 Cost of parks and open spaces per 1,000 of the population	Years	2020/21	£28,240	n/a		n/a	n/a	n/a	
09 % of adults satisfied with refuse collection	Years	2020/21	70.63%	n/a		n/a	n/a	n/a	
10 Net cost of waste collection per premise	Years	2020/21	£66.66	n/a		n/a	n/a	n/a	
11 Net cost of waste disposal per premise	Years	2020/21	£61.59	n/a		n/a	n/a	n/a	
12% of adults satisfied with street cleaning	Years	2020/21	52.77%	n/a		n/a	n/a	n/a	
13 Net cost of street cleaning per 1,000 of the population	Years	2020/21	£6,472	n/a		n/a	n/a	n/a	