

Environment, Housing, Infrastructure

Service Improvement Plan 2026 - 29

Welcome from the Director

I'm delighted to introduce the Environment, Housing and Infrastructure (EHI) Service Improvement Plan for 2026 to 2029, setting out how we are delivering against the Council's strategic organisational outcomes.

We provide essential services, relied on by residents, communities and businesses across Renfrewshire, including:

- providing waste and recycling collections to every home
- keeping Renfrewshire streets and neighbourhoods clean and tidy
- maintaining our roads and pavements
- looking after our parks, play areas and open spaces.

We manage and maintain more than 220 council buildings including schools, town halls, libraries and community centres, providing janitorial, cleaning, catering and caretaking. We continue to invest in our 12,000 Council homes and work hard to provide the best possible services to our tenants.

We're there for people when they need us most, with specialist homeless support, and we work hard to protect the public, businesses and the environment.

Significant investment is being delivered across Renfrewshire:

- £90million in our roads and pavements over 10 years
- refurbishing or replacing every council play park
- 2210 council home improvements in 2026 and 8 areas transformed as part of £337million in council housing by 2031
- up to £170million to reshape, refurbish and rebuild schools and targeted funds for leisure, sport and community facilities.

Against a challenging financial context, increasing and changing demand for our services, we have a clear focus on reducing our costs, improving our processes and using insight and data to target our resources where they can make the greatest impact.

Gordon McNeil

Director of Environment, Housing and Infrastructure



About us

Environment, Housing & 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.

- **Climate, Public Protection & Roads** responsibilities include the Council's Roads, Public Transport, Parking & Active Travel services, as well as leading the response to Climate Change and Ren Zero, along with Energy Management, Regulatory & Public Protection services. This includes partnership working with police, fire and other multiagency partners.
- **Operations & Service Development** responsibilities include Waste Services, Fleet & Social Transport, Neighbourhood Services, Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management, Civil Contingencies Service and Service Development.
- **Facilities Management & Property Services** covers four key service areas: soft facilities, hard facilities, support services and property services. Soft facilities cover janitorial, cleaning, catering, housekeeping and school crossing patrollers. Hard services cover building services operations, repairs and maintenance for housing and public buildings and streetlighting maintenance. Support services is responsible for compliance in schools and public buildings, life cycle maintenance in schools & public buildings, PPP contract management. Property Services is a multi-disciplinary design consultancy commissioned by Council Departments to deliver projects.
- **Housing Services** responsibilities include managing and investing in our housing stock of 11,942 properties and providing services to Council tenants, alongside housing advice and support, assisting homeless people and those threatened with homelessness and ensuring people have safe and healthy places to live, and supports the council's response to migration and asylum.



Environment, Housing and infrastructure - Our service



Net Zero

Deliver Renfrewshire's Plan for Net Zero.



Homeless and Housing Services

Supporting homeless people, those threatened with homelessness and refugee resettlement.



Community Safety

Helping to keep people safe through the Community Safety Hub.



Waste and Recycling

Management of Renfrewshire's waste and recycling services.



Neighbourhood Services

Ensuring our streets, town centres and communities are welcoming.



Housing Investment

We invest in existing homes and new build Council houses.



Safeguarding the public

Safeguarding the public and protecting consumers through Trading Standards and Environmental Health.



Roads and Transportation

Supporting more than 871km of roads and transport infrastructure and promote healthier more active lifestyles through the active travel network.



Housing Services

We support tenants in 11,942 council houses, providing housing support, repairs and maintenance



Fleet & Social Transport

Fleet Purchase, Maintenance & Management and Transportation of ASN Children & Elderly.



Land & Asset Management

Grass, Grounds & Cemeteries Maintenance, Burials & Country Park Management.



Facilities Management

Provide integrated facilities management activities in public buildings, schools and HSCP premises. Healthy nutritious meal provision in all Council run schools.



Property Management

Managing the Council's capital projects and property portfolio.

Facts and Figures

The Environment, Housing & Infrastructure Services revenue budget for 2026/27 is approximately **£79.282m** (excluding HRA).

Income and expenditure in relation to a local authority's direct provision of housing must be recorded separately within a Housing Revenue Account (HRA). The HRA Budget and Rent Levels was presented to Council on 26 February 2026 with total rental and other income for 2026/27 of **£70.776m**.

The gross value of the Housing Capital Investment Plan for the 5-year period from 2026/27 to 2030/31 is **£337.338m**.

We provide Waste and Recycling collection to over **92,000** households and businesses.

Supporting more than **871km** of roads and transport infrastructure across the whole of Renfrewshire – and we are investing **£90m** in this infrastructure over the next ten years.

Environment, Housing and Infrastructure Services deliver universal services for over **189,000** Renfrewshire residents, helping to run our schools and care homes, providing **11,942** homes for social rent, protecting and enhancing our local environment through a wide range of initiatives and work to make Renfrewshire a great place to live and work.

Our services are delivered by a diverse, skilled and committed workforce of around **1,800 (FTE)** who deliver services 24 hours a day, 7 days a week and 365 days a year.

Renfrewshire Council's Service Improvement Context



Supporting Renfrewshire Council's objectives

Along with the other Services within the Council, Environment, Housing and Infrastructure will support continuous improvement through a number of key strategic areas detailed in the following slides including -

Transformation – supporting the *Reshaping Renfrewshire* programme - to ensure the Council continues to address the ongoing financial challenge but also to ensure the Council continues to respond proactively to new and emerging opportunities to develop, modernise and change how the Council delivers for Renfrewshire's communities

Data Strategy – EH&I will continue to support the Council's Digital Strategy which includes Smart Data Workstream

Risk Management – proactively managing our Corporate, Strategic and Service risks to minimise negative impact on the service and the council.

Transformation

Following on from the Right for Renfrewshire programme the next phase of transformation, to be branded 'Reshaping Renfrewshire', will continue to deliver progressive internal transformation, maintaining the long-term journey to adapt and reshape the organisation and how the Council delivers services.

Environment, Housing and Infrastructure will support the *Reshaping Renfrewshire* programme, especially within the following key areas of transformation-

- **Digital** – we will utilise current and future data and digital technologies, including the Internet of Things, robotic process automation, artificial intelligence, machine learning and data analysis to transform services.
- **Income Generation** - growing existing sources of income and generating new income streams, to ensure the Council continues to secure financial stability.
- **Transformation of our Placed Based Assets** – which includes the Strategic Property Programme and the Strategic Learning Estate Strategy.
- **Transport Infrastructure** – including the £90m investment in our roads and footways and implementing the Local Transport Strategy for Renfrewshire as well as significant investment in active travel infrastructure.
- **Economic Regeneration** – including the work to deliver the housing regeneration investment programme.
- **Net Zero** - with the focus on 'Heat and Fleet' to transform the approach to the provision of clean energy and sustainable transport in Renfrewshire.

Data Strategy

The Council's Digital Strategy includes Smart Data Workstream tasked with improving the management and exploitation of data in a consistent way across our services, leading to the improvement of the Council's capabilities around data. Environment, Housing and Infrastructure (EHI) are a key part of this work.

As part of the Smart Data Workstream an organisation-wide data governance group has been created which includes data specialist representatives from all services. Service data strategies continue to be developed across Environment, Housing and Infrastructure to address gaps and improve the management and exploitation of business-critical data.

In 2026/27, Environment, Housing and Infrastructure (EHI) will support the Council's approach to Data as outlined in the priority actions around strategic, skills, data quality, analysis and using the ERP.

Our risks

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 with the last update being in May 2026. Here is a list of the Risks sitting within EHI reported to the board.

Risk	Evaluation	Owner
Our Strategic Risks		
Migration and Asylum-Related Service Pressures	HIGH	Head of Housing (joint owner)
Housing Investment and Regeneration Programmes	HIGH	Head of Housing
Climate Change and Transition to Net Zero	HIGH	Head of Climate, Public Protection and Roads
Our Corporate Risks		
Property Asset Management	HIGH	Head of Facilities and Property Services (joint owner)
Delivering Homeless Duties	HIGH	Head of Housing
Renfrew Bridge	MODERATE	Head of Climate, Public Protection and Roads
Our Service Risks		
Commercial Vehicle and Operators License	HIGH	Head of Operations & Service Development
Review of electric vehicle (fleet) infrastructure	HIGH	Head of Operations & Service Development
Tree Fall and Ash Die Back & Larch Infection	HIGH	Head of Operations & Service Development
Alcohol, drugs or prescription medication impacting employee performance	HIGH	Head of Operations & Service Development
Housing renewal and regeneration programme	HIGH	Head of Housing
Housing IT System Replacement Programme	HIGH	Head of Housing
Housing Landlord Compliance	HIGH	Head of Housing
Housing Investment Programme	HIGH	Head of Housing
Disposal of Coal Tar	MODERATE	Head of Climate, Public Protection and Roads
Implementation of Local Heat and Energy Efficiency Strategy	MODERATE	Head of Climate, Public Protection and Roads
Risk that waste and recycling contractors are unable to accept waste materials	MODERATE	Head of Operations & Service Development

All risks are evaluated using the Council's adopted risk matrix; this involves multiplying the likelihood of a risk event occurring by its potential impact. Risks are then evaluated as either 'low' (green), 'moderate' (yellow), 'high' (amber) or 'very high' (red).

Key Priorities

Ensure implementation of legislative changes, national guidance, policy and service initiatives with appropriate strategies and plans

Deliver the agreed priorities within the Council's Costed Delivery Plans for Net Zero

Better use of data and technology to improve service performance and delivery

Deliver the 2026/27 capital investment Asset Management programmes across Public Buildings, Housing, Roads, Fleet and Open spaces.

Continue to develop our service models to support the Council's "Reshaping Renfrewshire" transformation programme including financial sustainability and to maximise income

Support staff and apprenticeship development to ensure they have the right skills and training to meet the needs of the service, now and in the future

Supporting the most vulnerable members of our communities, including people experiencing and those threatened by homelessness

Our focus for 2026-27

- Continuing with housing-led regeneration and housing investment programmes including the delivery of 70 new build homes at Howwood Road and 65 new build homes at Gallowhill.
- Implementation of the replacement housing management systems with Phase 1 of the Project being launched in Quarter 3 2026.
- We will conclude the review of the housing repair system and implement identified action for change, improvement and modernisation aligned to wider system improvements.
- Implement new Homelessness Action Plan (2026 – 2028).
- We will develop a new Tenant Participation Strategy (2027–2032).
- Deliver the Gallowhill Multi-Story ground source heat project to replace gas heating with new energy efficient clean heating across 180 flats.
- Complete Single Building Assessments across 14 Multi-Story blocks and 2 low rise blocks.
- Develop and implement new damp and mould strategy to reflect requirements in the Housing (Scotland) Act 2025.
- Deliver year 2 of the participatory budgeting programme YouDecide for tenants to identify and vote on projects across the whole of Renfrewshire.
- £1m investment in community facilities which will act as an enabler to the community taking ownership. Paper going to ILE Board on 27 May 2026 to outline principles and governance with the funding being used to upgrade buildings and pavilions.
- Work will be planned and wherever possible undertaken in 2026/27 in relation to the additional £2m funding in relation to capital works across the Leisure Estate. Work will also continue in the development of using buildings better e.g. libraries (Bridgewater Library and Renfrew Library).

Our focus for 2026-27

- Continued implementation of our new Local Transport Strategy.
- Deliver year 2 of the £90m 10-year roads investment strategy.
- As part of the parking strategy, we will be undertaking an assessment of parking provision in Renfrew, Johnstone, Erskine and Linwood.
- Review our approach to fly tipping enforcement and use community engagement and data which will inform targeted enforcement.
- Revise the Council's 2022-2025 Antisocial Behaviour Strategy.
- Develop a Ren Zero Stakeholder Engagement Plan
- We will deliver year 1 of the Carbon Management Plan actions and targets
- EHI & Council -We will shape the delivery of our services, in line with the council Net Zero aspirations.
- Deliver the east west link of the AMIDS South project, between Renfrew Road and the Paisley to Renfrew active travel route.
- Develop our Roads Asset Management Plan to ensure that all road's related assets are maintained strategically, efficiently, and safely, providing the best service within our budgets.
- Enhance active travel across Renfrewshire, with the continuation of the Erskine and Inchinnan routes reducing the reliance on private cars.
- Progress with the Regional approach to EV charging infrastructure in collaboration with other City Region partners.

Our focus for 2026-27

- Continue to deliver a “right first time” approach across all services.
- Delivering key capital projects and delivering on investment made as part of the 2026/27 Council budget.
- Lead the Strategic Property Programme across Renfrewshire Council’s estate.
- We will continue to deliver investment in schools and public buildings across Renfrewshire including the new Paisley Grammar School which will open in August 2026.
- Work with Children’s Services to deliver the Scottish Government commitment of providing breakfast clubs.
- We will progress the development of an Open Space Strategy within Renfrewshire Council.
- Continue to invest in the renewal of Play Parks. The Play Park Renewal Programme has received additional funding and will be extended and delivered throughout 2026 to 2028.
- Progress with the implementation of 20mph roads across communities in Renfrewshire to enhance road safety.
- We will progress the utilisation of the new route management software to model and implement fully optimised collection routes.
- Continue to tackle the trade in illicit tobacco and vape products working in partnership with Police Scotland and HMRC.
- The service will implement a new fleet management system to manage Renfrewshire Council’s vehicles, assets and equipment.
- Expand our workforce training and development and improve our customer correspondence response times.
- Following the development of the detailed Business Case, we will continue to explore the opportunity to develop a packaging and recycling facility at Middleton Road in Linwood.
- Effective delivery of our key workforce priorities to support the health, safety, and wellbeing of our staff and enhance staff communication and engagement.
- As a result of the expansion of the Environmental Impact team we will further enhance environmental improvements within communities.

Appendix:

Actions and Performance Indicators relevant to the remit of the Communities and Housing Policy Board

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Participatory Budget “You Decide” - Deliver Year 2 of the three-year Participatory Budgeting programme, ensuring the successful implementation of all tenants-voted projects from Year 1 and opening the call for ideas for Year 2.	• Ensure tenants have meaningful, direct influence over neighbourhood improvements. • Deliver visible, tenant-led environmental and community enhancements across all four Local Area Housing Teams. • Increase participation and awareness of PB among tenants, supporting a stronger sense of ownership and local empowerment. • Improve transparency and build trust through clear communication of project outcomes and next steps.	March 2027, with progress milestones aligned to the Year 2 idea submission, assessment, voting, and delivery cycle.

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Howwood Road (70 units) and Gallowhill (65 units) newbuild developments completed and handed over.	This will deliver 135 new affordable homes to the Council's housing stock.	March 2027
Design and Build Contractors appointed for Carbrook Street (20 units) and Foxbar (45 units) newbuild developments, with statutory approval process being progressed.	Delivering 65 new affordable homes to the Council's housing stock.	March 2027
Design and Build tenders for Springbank / Mossvale (52 units) and Thrushcraigs (33 units) newbuild being progressed ahead of appointment of a build contractor.	Delivering 85 new affordable homes to the Council's housing stock.	March 2027
Appointment of a Landscaping contractor for the upgrade of the common backcourts at Howard Street and Auchentorlie Quadrant where we have owner agreement.	Enhancement of the amenity space and bin collection for common properties at these locations.	March 2027

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Continue with year 5 of the 10-Year Housing-led Regeneration and Renewal Programme	The Housing-Led Regeneration and Renewal Programme will deliver significant improvements in properties and communities across the 8 regeneration areas, including; • Putting people and place at the heart of our decision making • Improving the fabric of our homes and the surrounding environment • Creating a lasting legacy for sustainable change and transformed communities	March 2027
Increase the number of long-term empty private properties back into use	We will create a RAG priority matrix and GIS dashboard that will improve data quality/accuracy and enable targeted, strategic deployment of Empty Homes Officer time. We will work with our Housing Association partners to identify long-term empty homes in areas where there is greatest housing need and work with them to bring those properties back into use where possible	March 2027

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Prepare a new Local Housing Strategy for the period 2028-33, in line with revised Scottish Government guidance.	The new strategy will identify strategic housing priorities within Renfrewshire and direct resources to help meet housing needs.	October 2028
Refresh the Strategic Housing Investment Plan to identify a development programme to ensure Scottish Government funding is maximised to deliver affordable housing in Renfrewshire.	Increased supply of affordable homes in Renfrewshire and support the delivery of the Council's Housing Regeneration Programme.	October 2026 (and refreshed annually).
A review of Council owned lock ups and associated policy and procedures is being undertaken	Existing supply will be better matched with demand, with investment undertaken as required.	Review of lock up is at an advanced stage. As part of the expanded review over the next year ground leases will be reviewed and both will be presented to the Policy Board in Mid 2027.
Review our approach to fly tipping enforcement and use community engagement and data to map out hotspots which will inform targeted enforcement	We will work to harden Renfrewshire against fly tipping and through effective detection and enforcement we will tackle those responsible for fly tipping. Officers from the relevant service are participating in the review.	March 2027

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver the 2026/27 actions identified within the Housing Asset Management Strategy associated Action Plan	Investment and maintenance of our Council properties meeting legislative, government and Council targets.	March 2027
Implement the actions identified from the Repairs Re-design	Improve the customer experience of the Repairs & Maintenance Service. Ensure that staff are equipped to provide a good quality service by having appropriate staff, tools, transport, processes and procedures in place.	March 2027
Continue with next phase of stock condition survey. (Phase 3)	Ensure that there is accurate data on stock condition to direct investment decision making and facilitate future business planning.	March 2027
Deliver investment programme targets as follows: - Ground Source Heat pump - KBRs – 600 - Heating installs -750 - External investment – Regen areas – 160 – Non-Regen areas – 200 - Windows – 500	Improve energy efficiency of stock and ensure stock continues to meet SHQS and other legislative standards.	March 2027

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Review and revise enforcement of waste regulation for business premises to ensure all are compliant with their Duty of Care obligations.	We will ensure that all businesses have appropriate commercial waste contracts in place and that they segregate, store and manage waste to prevent its escape, with it being disposed of through proper routes.	December 2026
Undertake Health and Safety interventions within three hotels which are being used to host athletes, families and officials attending the 2026 Glasgow Commonwealth Games during 23 July to 2 August.	These visits will provide hotel operators with information packs and ensure, through these inspections ensure that the necessary preparations in place to minimise the likelihood of incidents and ensure any which do arise are managed quickly and effectively. These interventions will consider Infection Control (with particular emphasis on Norovirus), Legionella, Beg Bugs, Food Safety, Health and Safety, Swimming and Spa pools; all aimed at ensuring the health and wellbeing of guests	June 2026
Undertake Health and Safety interventions which have been detailed within the Health and Safety Executive's Local Authority Circular 67/2 and will focus on the use of large inflatable amusement devices at public events and trampoline parks, both of which can present significant risks to the safety of users.	Interventions concerning large inflatable amusement devices at public events and trampoline parks will ensure they are safely installed, supervised appropriately and properly maintained to ensure these are safe for use by the public.	March 2027

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Develop a draft Air Quality Strategy which will collate actions across relevant Council Services which have a positive impact on continuing to improve air quality for our residents. The draft strategy will be submitted to the ILE Policy Board for approval once it is completed.	The draft strategy will ensure that the improvements which have been realised through previous Air Quality Management Areas and Action Plans will be secured, with continuing downward trends, providing cleaner air for residents and visitors to Renfrewshire.	March 2027
Review our approach to arrangements for dealing with reported abandoned vehicles, ensuring ongoing compliance with statutory duties and alignment with service priorities.	We will ensure the effective and timely removal of abandoned vehicles to mitigate risks of vandalism and enhance community safety for residents.	October 2026
Review resource allocation and develop a data-led parking enforcement approach that identifies hotspot areas, enabling proactive and more effective deployment of resources.	We will ensure that parking infringements in problem areas are identified and targeted which will result in safer streets and improved traffic flow for communities and businesses in affected areas.	October 2026

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Team Up to Clean Up - Continue to develop and support the Team Up to Clean Up model as a community-led approach, enabling residents to identify and take action on local environmental issues. - Expand volunteer participation and strengthen engagement through the established online community. - Provide practical tools, equipment and support to enable safe, visible and effective volunteer activity. - Deploy AI-enabled cameras in identified littering hotspot areas, in partnership with the Renfrewshire Community Safety Partnership, to support targeted enforcement. - Install supporting signage in areas where cameras are operational to increase awareness and act as a deterrent. - Deliver behaviour change initiatives using nudge techniques, including chalk stencilling and targeted messaging relating to littering, dog fouling and flytipping. - Introduce volunteer A-frame signage to improve visibility and safety, responding directly to feedback from participants.	- Strengthened community capacity and increased resident-led action in maintaining local environments, supporting a shift from service-led responses to shared responsibility. - Improved environmental quality across targeted areas, with a reduction in littering and associated behaviours through a combination of engagement, education and enforcement. - Increased visibility of positive community activity, helping to build civic pride, encourage wider participation, and reinforce positive social norms. - A more connected and empowered network of volunteers, contributing to cleaner, safer and more resilient communities across Renfrewshire.	Activity will take place on an ongoing basis throughout the period April to October. AI-enabled cameras will be deployed from May onwards, with supporting signage installed in advance of operation. Volunteer A-frame signage is already available for use. Behaviour change activity, including stencil deployment, will be delivered during May, with potential for further rollout across the period.

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Villages Investment Fund - Promote the Villages Investment Fund (VIF) across Renfrewshire, encouraging community groups and organisations to come forward with project ideas and potential applications - Provide early engagement and support to groups to help shape proposals, strengthen applications and build confidence in accessing funding. - Engage with local partnerships and community networks to raise awareness of the Fund and increase participation from a wider range of communities. - Present to partnership forums and stakeholder groups to showcase opportunities and encourage collaborative approaches. - Submit a report to the Board highlighting the impact and successes of the Fund over the past five years, including key projects and outcomes.	- Increased awareness and accessibility of the Fund, supporting a broader and more diverse range of community groups to engage. - Strengthened community capacity to develop, deliver and sustain local projects. - Improved quality of applications through early engagement and support, leading to more deliverable and impactful projects. - Greater visibility of the positive impact of the Fund, reinforcing its value and supporting continued investment. - Enhanced collaboration between community organisations, partners and the Council, contributing to stronger and more resilient local communities	- Activity will take place on an ongoing basis throughout the period April to October. - Promotion of the Fund and engagement with community groups will be continuous across the period. - Attendance at Local Partnership meetings and stakeholder engagement sessions will be delivered throughout the period, aligned to existing schedules. - Early engagement and application support will be provided on a rolling basis as enquiries are received. - A summary report on the impact and successes of the Fund will be prepared and submitted to the Board within the period

Delivering the Council Plan – PLACE

Performance Indicator	Target	Frequency
Private Water Supplies – 100% of Regulated supplies risk assessed and sampled	100%	Annual
Percentage of reactive repairs carried out in the last year completed right first time (Housing Services)	93%	Annual
Percentage of Overall Repairs Completed Within Target (Housing Services)	95%	Quarterly
Average length of time taken to complete non-emergency repairs (days) (Housing Services)	15.0 days	Quarterly
Average time from households presenting themselves as homeless to completion of duty (number of weeks)	26 weeks	Quarterly

Delivering the Council Plan – ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Further develop the Neighbourhood Environment Trainee Teams (NETT) programme following the successful expansion to four squads.	• More responsive, visible, and effective neighbourhood environmental services. • Better alignment of NETT activity to local priorities through data-led, place-based planning. • Increased community satisfaction through sustained improvements in environmental standards. • Ongoing improvements, and liaison with Invest to support enhanced outcomes for trainees. • A clear, evidence-based plan for the long-term development of NETT.	March 2027, with the full-service review completed by September 2026 and programme development actions implemented across the remainder of the year.
Continue to tackle the trade in illicit tobacco and vape products under the national Operation CeCe with Trading Standards staff working with Police Scotland	This is ongoing work which removes illicit tobacco and vape products from the market, which will support legitimate business traders who are compliant with their legal obligations.	March 2027
Trading Standards Officers will conduct a programme of targeted inspection visits to premises to ensure that retailers who supply Nicotine Vapour Products (NVPs) from their premises are correctly registered on the Scottish Tobacco and Nicotine Vapour Products Retailers Register.	This is ongoing work which will support the legitimate businesses in the sale of NVPs and removal of any damaged, counterfeit or non-complaint NVPs product during inspection visits, will remove these from sale. Non-complaint businesses will be subject to enforcement action	March 2027
We will run an NVP safety awareness campaign for local businesses and the public across Renfrewshire Council's website and social media platforms.	The campaign will focus on battery safety, integrity and correct disposal which will ensure retailers and the public are aware of the risks from NVPs directly and from their lithium-ion batteries. This will aim to minimise risks presented by these products.	October 2026

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Implement new Homelessness Action Plan 2026 – 2028.	The measures covered by the Homelessness Action Plan will help ensure that the Council and partners will be in a position to meet the needs of those who are homeless or threatened with homelessness.	End of 2027/28
Review the impact of the New Harbour Project launched in March 2026.	Assess the degree to which the New Harbour Project has supported those who are homeless, or at risk of homelessness.	Initial Review will be completed by April 2027
Review operation and impact of 'No.31 Well-being Hub'	The 'No 31' Hub was established in Sept 2026 to provide a location for wellbeing and community integration related activities in line with the New Scots Integration Strategy. Our Review will measure and assess its impact.	March 2027
We will develop a new Tenant Participation Strategy (2027–2032) which will set out how we will work with our tenants, residents, and communities to shape, improve, and monitor the housing services we deliver.	To deliver tenant participation that is inclusive, meaningful and fit for a modern age – ensuring every tenant has the opportunity, confidence and support to influence the services that affect their lives.	Strategy to be developed by March 2027

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Develop a new income-maximisation and benefits transition support programme. Now that Universal Credit migration is complete, the focus will shift to proactive engagement with tenants approaching pension age to support their transition from Universal Credit back to Housing Benefit	• Prevent avoidable rent arrears for older tenants by ensuring housing costs continue seamlessly during the transition. • Reduce financial stress and vulnerability during a period of significant change for many households. • Improve take-up of available benefits through earlier identification and proactive contact. • Enhance partnership working and create a more consistent experience for tenants accessing income-related support. • Improve tenancy sustainment outcomes, particularly for older tenants with complex needs or low digital confidence.	Programme launch by September 2026, with full operational delivery in place by March 2027.
Revise the Council's 2022-2025 Antisocial Behaviour Strategy to ensure this remains relevant and supports the wider Community Safety Partnership to address issues where they arise within our communities.	Responding to antisocial behaviour in Renfrewshire through a partnership and evidence led early intervention approach will continue to reduce incidents of antisocial behaviour. This also provides the communities within Renfrewshire the most effective service from all Partners.	October 2026

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
We will implement Phase 2 of the NEC Housing Management System	Integrating multiple housing applications into a single, unified system will significantly strengthen service delivery across repairs, asset management, customer engagement, and homelessness support. A consolidated platform removes duplication, reduces manual processes, and ensures all teams operate from accurate, real-time data—improving decision-making, compliance, and overall service efficiency. For customers, a single online portal offers a clearer, more accessible way to report issues, track progress, and manage their tenancy, supporting greater digital engagement and reducing avoidable contact. Operationally, the integrated system enables more proactive repairs and asset management, better resource planning, and improved oversight of statutory duties. Homelessness services benefit from streamlined case management and better coordination, leading to faster interventions and improved outcomes. Overall, this approach modernises our operating model, enhances performance, and ensures we are better positioned to deliver consistent, customer-focused services and meet future organisational challenges.	Phase 2 July 2027

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Develop and deliver on plan for year 2 of Climate Capital Programme. This will include the expansion of Solar PV across Council Buildings	The capital programme supports the Council to make significant progress in reducing its carbon emissions and improving efficiency and performance.	March 27
Continue to deliver on Ren Zero priority projects including exploring renewable energy opportunities, developing an Adaptation Plan for Renfrewshire and Sustainable Travel	The priority projects will support each of the key themes within Renfrewshire's Plan for Net Zero including clean energy, sustainable transport and resilient place	March 27
Develop a Ren Zero Stakeholder Engagement Plan	This will provide a clear strategy and plan for engaging with key stakeholders on a number of areas related to sustainability and climate.	March 27
Develop a strategic approach for the decarbonisation of Council non-domestic buildings.	Buildings are the cause of a large percentage of the Council's emissions. A clear strategic approach will be required to work towards reducing emissions in this area.	March 27

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Delivery of year 1 of the Carbon Management Plan targets	Contributes to reducing the Council's emissions in a number of key areas including waste, street lighting, fleet and business travel.	November 26
Conclusion of the Outline Business Case development for District Heating Networks.	A significant project as part of Renfrewshire's LHEES, outlining the potential viability of 2 major DHNs in the Renfrewshire Area	August 26
Delivery of Nature Restoration Funded projects including Restoring Renfrewshire Rivers and Biodiversity Areas	Contributes to the conservation and enhancement of biodiversity across Renfrewshire inline with the biodiversity duty and our Local Biodiversity Action Plan.	March 27

Delivering the Council Plan – GREEN

Performance Indicator	Target	Frequency
Percentage of Council housing stock which meets the Scottish Housing Quality Standard.	82.23%	Annual

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Recruit two new Modern Apprentices into Housing Services to continue developing a skilled and sustainable workforce pipeline.	- Strengthen workforce resilience by creating a continuous talent pipeline for future Housing Officer and support roles. - Support local young people into employment, training, and career development opportunities. - Retain organisational knowledge and skills through structured learning, coaching and buddying within teams. - Enhance service capacity by enabling apprentices to support with key operational tasks as their learning progresses. - Contribute to the Council's wider commitments on employability and workforce development.	Recruitment completed by October 2026, with both apprentices inducted and placed within operational teams by December 2026. Training and development programme running through to March 2027.
Actively support the Council's 'Living Well, Leading Well' programme, including driving service-level improvements to manage absence	Staff and managers are aware of the supports available to support good health and wellbeing and benefit from a fair and consistent approach to absence. Improving our absence levels is a shared goal.	March 2027
Support Year 1 of the AI Transformation Programme	Ensure Environment, Housing and Infrastructure requirements are represented on the AI Transformation Programme. EHI subject matter expertise will optimise the alignment of relevant AI solutions with EHI strategic and operational outcomes.	March 2027
Contribute to the refresh of the Trauma Informed Responsive Renfrewshire Roadmap	We understand what trauma is, and how it affects people, so we will now work differently: Learning and working together to co-create fair and helpful collaborations to support healing and recovery with people affected by trauma. Progress towards, and achievement of, improvement outcomes for people, systems and services as detailed of five strategic themes and outcomes in Trauma Informed and Responsive Renfrewshire programme	March 2027

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Develop and support our workforce through training and development demonstrating our value as a learning organisation.	A focus on training and development of our workforce, both networked and frontline employees, ensures they are supported with the skills, knowledge and training to successfully undertake their role.	March 2029
Support wider employee health and wellbeing across Environment, Housing & Infrastructure (EHI).	Our programme of events and information sessions will support wider employee health and wellbeing.	March 2027
We recognise that Health, Safety and Wellbeing is an integral part of our business. We will deliver our actions outlined in the Environment, Housing & Infrastructure (EHI) Health, Safety and Wellbeing Plan 2026 – 2029.	Our Health, Safety and Wellbeing Plan actions outline a range of measures to maintain, improve and support our employee's health, safety and wellbeing at work.	March 2029

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Target	Frequency
Average number of workdays lost through sickness absence per employee (FTE) (cumulative)	13 days	Quarterly
% of Members enquiries completed within timescale	85%	Quarterly
% of frontline resolutions dealt with within timescale	85%	Quarterly
% of complaint investigation completed within timescale	85%	Quarterly
% of FOI request completed within timescale	100%	Quarterly
Training – Percentage of staff training undertaken in relation to qualifications (Public Protection)	100%	Quarterly
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	7.0%	Quarterly
Rent collected as percentage of total rent due in the reporting year	98%	Quarterly
Average length of time taken to re-let properties in the last year (in days)	35 days	Quarterly
Percentage of rent loss due to voids	1.00%	Quarterly

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Target	Frequency
% of corporate induction completed within 30 days of starting employment with the Council *	75%	Annual
% of mandatory training courses for frontline employees completed *	85%	Annual
% of mandatory training courses for employees with access to the Council's network completed *	90%	Annual
% Percentage of Personal Development Plans (PDPs) for employees with access to the Council's network completed*	90%	Annual

Data Strategy: Priority Activities

What will we do?	What difference will we make?	When will we do it by?
<u>Strategic:</u> We will align service data activities with the Digital Strategy for Renfrewshire objective: Data is a critical asset. We will ensure visibility of data activities at Environment, Housing and Infrastructure Directorate (Director & 4 Heads of Service).	Senior Management visibility ensures data activities will be prioritised.	March 2027
<u>Skills:</u> We will identify skills gaps (e.g. data input, data analysis) and training needs across Environment, Housing and Infrastructure and address through our Workforce Development plan in line with the Renfrewshire Council People Strategy.	Ensure the workforce has appropriate capabilities to improve the effectiveness of our data.	March 2027
<u>Data Quality:</u> We will review data quality in key business systems and processes and develop an improvement plan.	Increase in data accuracy and improved data available to support services to make data driven decisions.	March 2028
<u>Analysis:</u> We will further define analysis requirements to improve decision-making and build capabilities locally within services where required.	Improve how data is presented to decision makers.	March 2028
<u>ERP:</u> We will work with Corporate Teams to promote and increase the use of standard dashboards as business as usual.	Improve access to data within the ERP.	March 2028
<u>Data Advisory Group (DAG):</u> We will ensure EHI representation at the DAG to ensure our data activities align with the Data Strategy Framework; cross-service data sharing opportunities are identified and that data improvement activities are carried out in a consistent manner across the organisation.	Our representation at the DAG will ensure data is used collaboratively across services to support the Council's strategic outcomes.	March 2028

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

'Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire's **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire's children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.'

What will we do?	What difference will we make?	When will we do it by?
We will strengthen EHI's contribution to Keeping The Promise by embedding rights-based, trauma-informed and relationship-centred practice across Housing and Homelessness Services.	Care Experienced young people will have improved access to safe, stable and suitable homes, reducing crisis and homelessness.	March 2027
We will develop personalised Housing Pathways for Care Experienced young people, ensuring early identification of risk, proactive prevention of homelessness and clear, supported routes into stable accommodation.	Earlier identification of risk and strengthened joint planning will prevent housing breakdowns and promote stability.	March 2027

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

'Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire's **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire's children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.'

What will we do?	What difference will we make?	When will we do it by?
We will deepen collaboration with Children's Services, Whole Family Wellbeing and community partners to deliver coordinated early-help responses that strengthen relationships, belonging and long-term housing stability.	Housing and Homelessness Services will contribute consistently to whole-system Promise delivery and shared accountability.	March 2027
We will continue driving cultural change across EHI by embedding Renfrewshire's Language Policy, expanding workforce development, promoting the Promise Keeper Network and supporting inclusive recruitment through the Guaranteed Interview Scheme..	Staff will deliver compassionate, trauma-informed interactions, improving trust, relationships and outcomes.	March 2027

Appendix:

Actions and Performance Indicators relevant to the remit of the Infrastructure, Land and Environment Policy Board

Delivering the Council Plan – PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver year 2 of the £90m 10-year roads investment strategy.	This is the largest-ever, long-term investment in Renfrewshire's roads and footways and will ensure we continue to maintain them to as high a standard as possible.	March 2027
Roads and Neighbourhood Services will work in partnership to deliver improvements to the infrastructure and aesthetics of the roundabout asset in Renfrewshire. Proposed works include replacing 'keep left' bollards, repairing sign lighting, planting, weed removal, chevron enhancement, vegetation clearance, and pressure cleaning. This will be year 2 of a 3-year rolling programme of roundabout improvements to systematically enhance the infrastructure.	Improve safety and aesthetics of road infrastructure which is heavily used and is often a gateway to a town or village.	March 2027
Work with Linwood and Erskine Community Councils to deliver enhanced festive lighting in these two towns, by agreeing options, procuring new features, and installing the new display on an annual basis.	Bring the festive lighting displays in these 2 towns more in line with Paisley, Renfrew and Johnstone. Improve the Christmas lights experience for residents.	November 2026
Deliver Streetlighting Capital programme, replacing life expired streetlighting schemes in phase 1 of North Street in Houston and Harvey Street in Lochwinnoch. Installations will be sympathetic to the conservation nature of these village centres, incorporating appropriate columns and lanterns. Deliver new lighting for the Paisley Museum complex.	Ensure that these areas remain safely lit during the hours of darkness, whilst enhancing the aesthetics of lighting infrastructure in conservation areas.	March 2027

Delivering the Council Plan – PLACE

What will we do?	What difference will we make?	When will we do it by?
Complete the design for drainage and full road footway / construction for Burnbrae Road in Linwood, a vital industrial / commercial link road.	Ensure the continued use of this road for businesses that rely on it.	March 2027
We will finalise designs for improvements to Abbey Close.	Reimagining of the public area around the Abbey to enhance its appearance. This will be dependent on additional funding.	March 2027
Waste Services will explore opportunities and develop a business case to design and build a packaging and recycling handling facility within Renfrewshire.	Benefits of developing a packaging and recycling handling facility will be identified within the business case however it is expected to provide both efficiency and cost savings by reducing exposure to fluctuating material markets and access to and reliance on external contractors, whilst also delivering environmental benefits by reducing contamination of material and improving quality of recycling.	June 2026
Improvement works are planned at Underwood Road Depot to improve safety and security. A Depot Improvement Plan is in place, with actions scheduled for 2027, and the depot working group is progressing delivery.	Investment and improvements to internal and external infrastructure and site security will improve safety and site security for employees based at Underwood Road Depot.	March 2027
Improve and simplify record keeping for the Cemetery Service. Neighbourhood Services will procure and implement a Cemetery Management System to manage cemetery records and support mapping and billing.	The new Cemetery Management System will improve and simplify record keeping, billing information, plot mapping and enhance information and communication to customers.	March 2027
Further develop our tree asset management capability by exploring options to procure a tree asset management system that supports the identification, management and monitoring of our tree assets.	A tree asset management system will support the service to manage our trees assets across Renfrewshire including capability to collect survey data, inspections, enquiries, work sign-off and monitoring of trees.	March 2028

Delivering the Council Plan – PLACE

What will we do?	What difference will we make?	When will we do it by?
Neighbourhood Services will review existing processes for managing work allocation and cyclical maintenance programmes. A digital system that can deliver an end-to-end solution will be procured.	The new digital system will have the capability to manage cyclical maintenance schedules, new work tasks and provide status updates. The new system will replace the existing paper-based system, allowing for a more proactive, flexible and efficient service to be delivered.	March 2028
Neighbourhood Services will explore opportunities to improve the Street Litter Bin Service. A review of the service will be carried out and will take into consideration routing inefficiencies, location and condition of litter bins.	Initiatives to improve the Street Litter Bin Service will deliver operational efficiencies and improve cleanliness and visual appeal of Renfrewshire.	March 2027
Neighbourhood Services will progress the development of an Open Space Strategy for Renfrewshire Council. A specialist resource will be procured to support the development of the Strategy.	The Open Space Strategy will set out the short- and long-term strategic approach for managing Renfrewshire Councils open space. The Strategy will incorporate wide ranging policy aims including healthy living, social inclusion and sustainability.	March 2028
Continue to invest in the renewal of Play Parks. The Play Park Renewal Programme has received additional funding and will be extended and delivered throughout 2026 to 2028.	The Renewal of Play Parks Programme will provide a safe, engaging, and accessible environment for children, families and communities. The programme will improve outdoor play assets and increase opportunities for children and young people as well as enhancing the assets lifecycle and aesthetic appeal.	September 2028
Waste Services will explore opportunities to improve user experience and operational efficiency at Linwood HWRC by replacing the existing permit booking system for larger vehicles (vans, trailers and pick ups) with a new digital booking system.	The booking system will deliver enhanced back-office capabilities, providing real-time information on bookings for larger vehicles and overall site capacity. This will enable more responsive operational decisions, minimise temporary site closures, and further support recycling activity.	December 2026

Delivering the Council Plan - PLACE

Performance Indicators	Target	Reporting Frequency
(Maintenance) Carriageway Condition: % of road network considered for treatment		
(i) A Class Roads	16%	Annual LGBF
(ii) B Class Roads	20%	Annual LGBF
(iii) C Class Roads	29%	Annual LGBF
(iv) Unclassified Roads	31%	Annual LGBF
(Maintenance) Carriageway Condition: % of road network considered for treatment Overall	29%	Annual
% of Statutory road inspections categories completed on target:		
(i) Category A	100%	Annual
(ii) Category B	100%	Annual
(iii) Category C	100%	Annual
% of pothole repairs completed within timescales	95%	Quarterly

Delivering the Council Plan – ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Deliver year 2 of our new Local Transport Strategy.	Our 10 year Local Transport Strategy will support making Renfrewshire a great place to live, work and visit and help us to meet our responsibilities to: • Make bus and train journeys more accessible • Support Scottish targets to travel less by car • Encourage more walking, wheeling and cycling • Protect the environment • Reduce carbon emissions and work towards net zero	March 2027
Continue the successful operation of Renfrew Bridge, the first ever opening vehicle bridge over the River Clyde.	This will encourage economic development, such as at the AMIDS whilst allowing river traffic to move unimpeded.	March 2027
We will undertake assessment of parking behaviours and identify solutions to address areas of inconsiderate parking across Renfrew, Johnstone, Erskine and Linwood	The strategy ensures we provide a modern parking service, providing high quality parking facilities for people to visit local businesses and access services and attractions. It also aims to improve traffic flow and road and pedestrian safety, reduce congestion, cut carbon emissions and promote alternative modes of travel.	December 2027
Deliver the AMIDS South Active Travel Links plan.	Sustainable links will enhance economic potential and reduce carbon.	March 2027

Delivering the Council Plan – FAIR

What will we do?	What difference will we make?	When will we do it by?
We will implement the statutory 20mph speed limit on all residential Renfrewshire streets where it is appropriate – subject to Scottish Government funding.	This will help improve road safety for all of Renfrewshire's residents.	TBC – subject to public consultation and funding.
We will continue to design and implement the villages traffic calming project, including Langbank.	This will help improve road safety for residents across our villages.	March 2028
Deliver actions identified within Renfrewshire Local Transport Strategy 2035 which seek to address accessibility: • Working with SPT and operators; make buses, trains and taxis accessible and easier for all to use, including through reducing physical accessibility barriers and improving the accessibility of travel information • Prioritise pedestrian safety through a review of crossing facilities on the local road network at locations identified in the Annual Accident Assessment and through working with local communities • Working with Transport Scotland, ScotRail and Network Rail; improve accessibility at all rail stations, including ramp access on all platforms and between platforms (as applicable), including at Lochwinnoch station.	More disabled people and older people can access public transport safely.	March 2029

Delivering the Council Plan – FAIR

What will we do?	What difference will we make?	When will we do it by?
Deliver actions identified within Renfrewshire Local Transport Strategy 2035 which seek to address availability of public transport: • Working with partners; explore opportunities to expand network coverage of bus services in rural areas of Renfrewshire and between areas of deprivation and employment such as AMIDS • Support provision of existing and new Community Transport and Demand Responsive Transport, with a focus on rural areas and access to health and providing transport that is fully accessible • Support the expansion of car club schemes across Renfrewshire, including clubs with electric vehicles.	More disabled people and older people can access public transport safely in rural areas.	March 2029

Delivering the Council Plan – GREEN

What will we do?	What difference will we make?	When will we do it by?
Develop and deliver on plan for year 2 of Climate Capital Programme. This will include the expansion of Solar PV across Council Buildings,	The capital programme supports the Council to make significant progress in reducing its carbon emissions and improving efficiency and performance.	March 2027
Continue to deliver on Ren Zero priority projects including exploring renewable energy opportunities, developing an Adaptation Plan for Renfrewshire and Sustainable Travel.	The priority projects will support each of the key themes within Renfrewshire's Plan for Net Zero including clean energy, sustainable transport and resilient place.	March 2027
Develop a Ren Zero Stakeholder Engagement Plan.	This will provide a clear strategy and plan for engaging with key stakeholders on a number of areas related to sustainability and climate.	March 2027
Develop a strategic approach for the decarbonisation of Council non-domestic buildings.	Buildings are the cause of a large percentage of the Council's emissions. A clear strategic approach will be required to work towards reducing emissions in this area.	March 2027
Delivery of year 1 of the Carbon Management Plan targets	Contributes to reducing the Council's emissions in a number of key areas including waste, street lighting, fleet and business travel.	November 2026
Conclusion of the Outline Business Case development for District Heating Networks.	A significant project as part of Renfrewshire's LHEES, outlining the potential viability of 2 major DHNs in the Renfrewshire Area.	August 2026
Delivery of Nature Restoration Funded projects including Restoring Renfrewshire Rivers and Biodiversity Areas .	Contributes to the conservation and enhancement of biodiversity across Renfrewshire inline with the biodiversity duty and our Local Biodiversity Action Plan.	March 2027

Delivering the Council Plan – GREEN

What will we do?	What difference will we make?	When will we do it by?
The relaunch of the Sustainable Travel Scheme, with a particular focus on staff travel.	The staff travel survey was carried out during February and March 2025, to find out more about: How they travel to and from work • How they travel to and from work • Travelling during work • The reasons for their transport choices • Attitudes towards walking and cycling The information gathered will help us consider what actions the council can take to support sustainable travel and help in our work towards being net zero as part of our Sustainable Travel Scheme.	March 2026
Complete the Red Smiddy to Erskine Active Travel route.	Active Travel projects aim to provide improved public spaces that support active travel and public transport and help people move away from relying on the vehicles that fuel climate change. Creating a more sustainable transport network is key to meeting our net zero targets.	May 2026
Replacement of all Halogen signal equipment in all traffic signals with energy saving LED. This project will commence during 2025/26 subject to appropriate funding.	Replacing Halogen signal equipment with the latest Light-Emitting Diode (LED) technology will result in both cost savings and environmental benefits to assist the Council meet its targets to achieve Net Zero.	March 2030
Utilising the new route management software, Waste Services will progress modelling and implementation of fully optimised collection routes.	Full optimisation of collection routes will improve operational efficiency and service delivery by maximising resources and deliver improved environmental outcomes by reducing our carbon footprint.	October 2026

Delivering the Council Plan - GREEN

Performance Indicators	Target	Frequency
Street Cleanliness Score - % of areas assessed as clean	92%	Annual LGBF
% of Household Waste Recycled	50%	Quarterly
% of Household waste collected which is landfilled	2%	Annual
Amount of CO ₂ emitted by the public vehicle fleet	3,000	Quarterly
% of the vehicle fleet which uses alternative fuels, such as electricity	25%	Quarterly
% of bins uplifted first time	99.8%	Quarterly
Reduce the amount of CO ₂ emitted from public space lighting	1.100	Annual

Delivering the Council Plan – LIVING OUR

What will we do?	What difference will we make?	When will we do it by?
Actively support the Council's 'Living Well, Leading Well' programme, including driving service-level improvements to manage absence.	Staff and managers are aware of the supports available to support good health and wellbeing and benefit from a fair and consistent approach to absence. Improving our absence levels is a shared goal.	March 2027
Support Year 1 of the AI Transformation Programme.	Ensure Environment, Housing and Infrastructure requirements are represented on the AI Transformation Programme. EHI subject matter expertise will optimise the alignment of relevant AI solutions with EHI strategic and operational outcomes.	March 2027
Fleet Services will implement a new fleet management system to manage Renfrewshire Council's vehicles, assets and equipment. A project team has been created to implement the new system.	The new fleet management system will support the Fleet Service to manage Council vehicles, assets and equipment, ensuring they are safe and compliant and meet the requirements of the Operator Licence.	December 2026
Develop and support our workforce through training and development demonstrating our value as a learning organisation.	A focus on training and development of our workforce, both networked and frontline employees, ensures they are supported with the skills, knowledge and training to successfully undertake their role.	March 2029
Support wider employee health and wellbeing across Environment, Housing & Infrastructure (EHI).	Our programme of events and information sessions will support wider employee health and wellbeing.	March 2027
We recognise that Health, Safety and Wellbeing is an integral part of our business. We will deliver our actions outlined in the Environment, Housing & Infrastructure (EHI) Health, Safety and Wellbeing Plan 2026 – 2029.	Our Health, Safety and Wellbeing Plan actions outline a range of measures to maintain, improve and support our employee's health, safety and wellbeing at work.	March 2029

Delivering the Council Plan – LIVING OUR

What will we do?	What difference will we make?	When will we do it by?
Contribute to the refresh of the Trauma Informed Responsive Renfrewshire Roadmap.	We understand what trauma is, and how it affects people, so we will now work differently: Learning and working together to co-create fair and helpful collaborations to support healing and recovery with people affected by trauma. Progress towards, and achievement of, improvement outcomes for people, systems and services as detailed of five strategic themes and outcomes in Trauma Informed and Responsive Renfrewshire programme .	March 2027

Delivering the Council Plan – LIVING OUR

V Performance Indicator	Target	Frequency
Average number of workdays lost through sickness absence per employee (FTE) (cumulative)	TBC	Quarterly
% of Members enquiries completed within timescale	85%	Quarterly
% of frontline resolutions dealt with within timescale	85%	Quarterly
% of complaint investigation completed within timescale	85%	Quarterly
% of FOI request completed within timescale	100%	Quarterly
% of corporate induction completed within 30 days of starting employment with the Council*	75%	Annual
% of mandatory training courses for frontline employees completed*	85%	Annual
% of mandatory training courses for employees with access to the Council's network completed*	90%	Annual
% of Personal Development Plans (PDPs) for employees with access to the Council's network completed.*	90%	Annual

Data Strategy: Priority Activities

What will we do?	What difference will we make?	When will we do it by?
Strategic: We will align service data activities with the Digital Strategy for Renfrewshire objective: Data is a critical asset. We will ensure visibility of data activities at Environment, Housing and Infrastructure Directorate (Director & 4 Heads of Service).	Senior Management visibility ensures data activities will be prioritised.	March 2027
Skills: We will identify skills gaps (e.g. data input, data analysis) and training needs across Environment, Housing and Infrastructure and address through our Workforce Development plan in line with the Renfrewshire Council People Strategy.	Ensure the workforce has appropriate capabilities to improve the effectiveness of our data.	March 2027
Data Quality: We will review data quality in key business systems and processes and develop an improvement plan.	Increase in data accuracy and improved data available to support services to make data driven decisions.	March 2028
Analysis: We will further define analysis requirements to improve decision-making and build capabilities locally within services where required.	Improve how data is presented to decision makers.	March 2028
ERP: We will work with Corporate Teams to promote and increase the use of standard dashboards as business as usual.	Improve access to data within the ERP.	March 2028
Data Advisory Group (DAG): We will ensure EHI representation at the DAG to ensure our data activities align with the Data Strategy Framework; cross-service data sharing opportunities are identified and that data improvement activities are carried out in a consistent manner across the organisation.	Our representation at the DAG will ensure data is used collaboratively across services to support the Council's strategic outcomes.	March 2028

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

‘Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire’s **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire’s children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.’

What will we do?	What difference will we make?	When will we do it by?
We will strengthen EHI’s contribution to Keeping The Promise by embedding rights-based, trauma-informed and relationship-centred practice across Housing and Homelessness Services.	Care Experienced young people will have improved access to safe, stable and suitable homes, reducing crisis and homelessness.	March 2027
We will develop personalised Housing Pathways for Care Experienced young people, ensuring early identification of risk, proactive prevention of homelessness and clear, supported routes into stable accommodation.	Earlier identification of risk and strengthened joint planning will prevent housing breakdowns and promote stability.	March 2027

Delivering the Council Plan – Cross cutting theme

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What will we do?	What difference will we make?	When will we do it by?
We will deepen collaboration with Children’s Services, Whole Family Wellbeing and community partners to deliver coordinated early-help responses that strengthen relationships, belonging and long-term housing stability.	EHI will contribute consistently to whole-system Promise delivery and shared accountability.	March 2027
We will continue driving cultural change across EHI by embedding Renfrewshire’s Language Policy, expanding workforce development, promoting the Promise Keeper Network and supporting inclusive recruitment through the Guaranteed Interview Scheme..	Staff will deliver compassionate, trauma-informed interactions, improving trust, relationships and outcomes.	March 2027

Appendix:

Actions and Performance Indicators relevant to the remit of the Finance, Resources and Customer Services Policy Board

Delivering the Council Plan – PLACE

What will we do?	What difference will we make?	When will we do it by?
Lead and drive the Strategic Property Programme (including New Ways of Working) and the Property Asset Management Strategy across Renfrewshire Council's public building portfolio estate.	The programme will identify buildings within the public building portfolio that require to be used better. This may mean relocating services and using buildings better and more efficiently. It will also look to determine the use of the buildings and whether there is a better use for the community e.g. CAT transfer. This will allow Renfrewshire to have a sustainable building portfolio that is well used and will allow funding to be directed appropriately.	March 2027
Review the caretaking model across community buildings.	Match staffing to meet the service demand Reduce unproductive hours Protect and enhance community access Deliver improved value for money during ongoing budget pressures	March 2027
We will continually monitor, review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools	Ensure Renfrewshire's public building estate (circa 230 buildings) is compliant with all required statutory legislation.	March 2027

Delivering the Council Plan – PLACE

What will we do?	What difference will we make?	When will we do it by?
Review and develop an enhanced compliance and reactive repairs service.	Renfrewshire Council has a large building portfolio that is currently being reviewed under the Strategic Property Review. Given the current economic climate and limited budget, Officers require to set short-, medium- and long-term goals, set priorities to ensure that the property portfolio is maintained in an appropriate condition for the services within.	March 2027
We will provide support for organisations to assist with community asset transfers.	Investment enabler to promote increased community ownership of assets.	March 2027
Review the management of KPIs for public buildings, including building services and subcontractors.	The aim is to ensure that buildings remain safe for all occupants, to drive contractor performance and to ensure best value.	March 2027
Review and develop 3–5-year lifecycle plan.	Ensure investment is prioritised to improve the asset & condition, to embrace new and emerging technologies, and to contribute to our overarching Net Zero aspirations.	March 2027
Maximise the use of building services as an internal service provider as per Business Plan.	Maximise resources to help overcome tendering and procurement challenges. Ensure resources grow and develop, upskilling as required. To ensure the service adapts and is ready to meet advances in technology or modern construction techniques.	March 2027

Delivering the Council Plan – PLACE

What will we do?	What difference will we make?	When will we do it by?
Create new offices for building services.	This will allow modern ways of working and utilise existing space.	July 2026
Review and restructure of building services stores.	As the structure and job outlines haven't been reviewed recently, Management will review in line with new ways of working and new technology. This should provide a robust framework for moving forward.	March 2027
Continue to develop capital projects, including schools for Renfrewshire Council.	Facilities and Property Services deliver many of the Council's capital projects having recently completed the Paisley Town Hall, Paisley Learning and Cultural Hub and the Paisley Arts Centre. By project managing and delivering these projects, this will allow Officers to have oversight of delivery and report them to appropriate Boards.	March 2027
Contribute and lead on the development of repairs, maintenance and finance module as part of phase 2 of the Housing Innovations Project.	Deliver a more efficient, integrated repairs and maintenance service, reducing delays and improving response times for tenants. Enable data-driven decision-making through improved system functionality, giving better insight into asset performance, costs, and priorities. Enhance tenant satisfaction by ensuring repairs are tracked, managed, and completed more effectively. Reduce duplication and manual processes, improving productivity and freeing staff to focus on value-added activities.	Phase 2 July 2027

Delivering the Council Plan - PLACE

Performance Indicators	Target	Reporting Frequency
% of Overall repairs completed within time by building services	95%	Quarterly
% of Council Housing Emergency Repairs Completed	99%	Quarterly
% of compliance tasks undertaken per year –Statutory compliance for public buildings	90%	Quarterly

Delivering the Council Plan – ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Provide employment, training and apprenticeship opportunities for identified groups of young people in Renfrewshire.	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment.	March 2027

Delivering the Council Plan – FAIR

What will we do?	What difference will we make?	When will we do it by?
Work with Children's Services/pupils to improve the uptake of UFSM, FSM and paid meals in both Primary and Secondary Schools.	Community benefit, cost saving to parents, resulting in increase in income for Soft FM.	March 2027
Work with Children's Services to deliver the Scottish Government commitment of providing breakfast clubs.	Help to enhance the learning experience for pupils.	August 2027

Delivering the Council Plan - FAIR

Performance Indicators	Target	Frequency
% uptake of free school meals in primary schools	60%	Quarterly
% uptake of free school meals in secondary schools	42%	Quarterly

Delivering the Council Plan – GREEN

What will we do?	What difference will we make?	When will we do it by?
Develop and deliver on plan for year 2 of Climate Capital Programme. This will include the expansion of Solar PV across Council Buildings.	The capital programme supports the Council to make significant progress in reducing its carbon emissions and improving efficiency and performance.	March 2027
Develop a strategic approach for the decarbonisation of Council non-domestic buildings.	Buildings are the cause of a large percentage of the Council's emissions. A clear strategic approach will be required to work towards reducing emissions in this area.	March 2027

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Actively support the Council's 'Living Well, Leading Well' programme, including driving service-level improvements to manage absence.	Staff and managers are aware of the supports available to support good health and wellbeing and benefit from a fair and consistent approach to absence. Improving our absence levels is a shared goal.	March 2027
Support Year 1 of the AI Transformation Programme.	Ensure Environment, Housing and Infrastructure requirements are represented on the AI Transformation Programme. EHI subject matter expertise will optimise the alignment of relevant AI solutions with EHI strategic and operational outcomes.	March 2027
Contribute to the refresh of the Trauma Informed Responsive Renfrewshire Roadmap.	We understand what trauma is, and how it affects people, so we will now work differently: Learning and working together to co-create fair and helpful collaborations to support healing and recovery with people affected by trauma. Progress towards, and achievement of, improvement outcomes for people, systems and services as detailed of five strategic themes and outcomes in Trauma Informed and Responsive Renfrewshire programme .	March 2027
Develop and support our workforce through training and development demonstrating our value as a learning organisation.	A focus on training and development of our workforce, both networked and frontline employees, ensures they are supported with the skills, knowledge and training to successfully undertake their role.	March 2029

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Support wider employee health and wellbeing across Environment, Housing & Infrastructure (EHI).	Our programme of events and information sessions will support wider employee health and wellbeing.	March 2027
We recognise that Health, Safety and Wellbeing is an integral part of our business. We will deliver our actions outlined in the Environment, Housing & Infrastructure (EHI) Health, Safety and Wellbeing Plan 2026 – 2029.	Our Health, Safety and Wellbeing Plan actions outline a range of measures to maintain, improve and support our employee's health, safety and wellbeing at work.	March 2029
Develop a suite of performance indicators across technical services based on the service review.	Having implemented a digital repository and tracker for all projects we have begun gathering pertinent data for each project. Over the course of the next financial year, we will be able to identify performance indicators to start to build improvements upon.	March 2027

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Target	Frequency
Average number of workdays lost through sickness absence per employee (FTE) (cumulative)	TBC	Quarterly
% of Members enquiries completed within timescale	85%	Quarterly
% of frontline resolutions dealt with within timescale	85%	Quarterly
% of complaint investigation completed within timescale	85%	Quarterly
% of FOI request completed within timescale	90%	Quarterly
% of corporate induction completed within 30 days of starting employment with the Council*	75%	Annual
% of mandatory training courses for frontline employees completed*	85%	Annual
% of mandatory training courses for employees with access to the Council's network completed*	90%	Annual
% of Personal Development Plans (PDPs) for employees with access to the Council's network completed.*	90%	Annual

Data Strategy: Priority Activities

What will we do?	What difference will we make?	When will we do it by?
<u>Strategic:</u> We will align service data activities with the Digital Strategy for Renfrewshire objective: Data is a critical asset. We will ensure visibility of data activities at Environment, Housing and Infrastructure Directorate (Director & 4 Heads of Service).	Senior Management visibility ensures data activities will be prioritised.	March 2027
<u>Skills:</u> We will identify skills gaps (e.g. data input, data analysis) and training needs across Environment, Housing and Infrastructure and address through our Workforce Development plan in line with the Renfrewshire Council People Strategy.	Ensure the workforce has appropriate capabilities to improve the effectiveness of our data.	March 2027
<u>Data Quality:</u> We will review data quality in key business systems and processes and develop an improvement plan.	Increase in data accuracy and improved data available to support services to make data driven decisions.	March 2028
<u>Analysis:</u> We will further define analysis requirements to improve decision-making and build capabilities locally within services where required.	Improve how data is presented to decision makers.	March 2028
<u>ERP:</u> We will work with Corporate Teams to promote and increase the use of standard dashboards as business as usual.	Improve access to data within the ERP.	March 2028
<u>Data Advisory Group (DAG):</u> We will ensure EHI representation at the DAG to ensure our data activities align with the Data Strategy Framework; cross-service data sharing opportunities are identified and that data improvement activities are carried out in a consistent manner across the organisation.	Our representation at the DAG will ensure data is used collaboratively across services to support the Council's strategic outcomes.	March 2028

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

‘Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire’s **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire’s children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.’

What will we do?	What difference will we make?	When will we do it by?
We will strengthen EHI’s contribution to Keeping The Promise by embedding rights-based, trauma-informed and relationship-centred practice across Housing and Homelessness Services.	Care Experienced young people will have improved access to safe, stable and suitable homes, reducing crisis and homelessness.	March 2027
We will develop personalised Housing Pathways for Care Experienced young people, ensuring early identification of risk, proactive prevention of homelessness and clear, supported routes into stable accommodation.	Earlier identification of risk and strengthened joint planning will prevent housing breakdowns and promote stability.	March 2027

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

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What will we do?	What difference will we make?	When will we do it by?
We will deepen collaboration with Children’s Services, Whole Family Wellbeing and community partners to deliver coordinated early-help responses that strengthen relationships, belonging and long-term housing stability.	EHI will contribute consistently to whole-system Promise delivery and shared accountability.	March 2027
We will continue driving cultural change across EHI by embedding Renfrewshire’s Language Policy, expanding workforce development, promoting the Promise Keeper Network and supporting inclusive recruitment through the Guaranteed Interview Scheme..	Staff will deliver compassionate, trauma-informed interactions, improving trust, relationships and outcomes.	March 2027

Environment, Housing & Infrastructure

Service Improvement Plan 2026 – 29

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