



ENVIRONMENT, HOUSING AND INFRASTRUCTURE SERVICE IMPROVEMENT PLAN 2025-2028

Outturn Report

May 2026

Communities and Housing Policy Board

We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**



Renfrewshire
Council

WELCOME TO OUR OUTTURN REPORT

- This update reflects progress over the last year of our Service Improvement Plan, highlighting areas where we are already making progress and some areas we want to focus on more, perhaps because performance isn't moving in the direction we anticipated or because of other pressures or factors that makes this even more of a priority for us.
- The following pages shine a spotlight on some great projects or practice and highlight areas where we'd like to improve or develop further. At a service level, there is a stronger focus on some of the Council Plan Strategic Outcomes than others. Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- We report on 22 performance indicators, 9 are reported annually and 13 reported quarterly. This report contains data pertaining to Quarterly figures throughout 2025/26 and annual figures for 2025/26.

ABOUT US

This update covers the Environment, Housing and Infrastructure service areas within the remit of the Communities and Housing Policy Board. These are:

Housing Services



Responsibilities include:

- As at, 31 March 2026 the housing stock being managed is 11,942
- Providing services to Council tenants, alongside housing advice and support
- Assisting homeless people and those threatened with homelessness
- Ensuring people have safe and healthy places to live

Public Protection



Responsibilities include:

- Regulatory and Public Protection services including partnership working with police, fire and other multiagency partners
- Helping to keep people safe through the Community Safety Hub
- Safeguarding the public and protecting consumers through Trading Standards and Environmental Health

Civil Contingencies



Responsibilities include:

- Providing support to all services across the Council to ensure they have robust arrangements in place for the continued delivery of essential services in the event of significant incidents such as disruptive weather or widespread power outage.
- Civil Contingencies service has provided emergency planning for Renfrewshire, and on behalf of East Renfrewshire, Inverclyde and West Dunbartonshire council areas

KEY PLANS, STRATEGIES AND REPORTS APPROVED DURING 2025/26

Local Transport
Strategy – Travel
Renfrewshire 2035

Carbon
Management Plan
2025-2030

New Assisted
Collection Service
Policy

Housing Landlord
Compliance
Policies

Renfrewshire
Strategic Housing
Investment Plan
2026 to 2031

Corporate Asset
Management
Strategy 2026 to
2030

Renfrewshire
Council Business
Continuity Policy
2025-2027

Housing Asset
Management
Strategy
2025-2030

Environmental
Health Business
Regulation Service
Plan 2025/2026

Many of our Business as Usual functions are determined by reports approved at board. For Environment, Housing & Infrastructure, reports are presented to different Policy Boards depending on the topic. Papers and access to video recordings of past meetings are available on the Council's website.

DELIVERING THE COUNCIL PLAN

Place

Care Inspectorate registration for Refugee Resettlement Team achieved



Housing-led Regeneration and Renewal - as part of our investment in Renfrewshire as a place, positive progress is being made across all areas of the programme. The acquisition and rehousing strategy is making good progress and various phases of demolition are being taken forward as blocks become fully council-owned and vacant

Stock of temporary accommodation being increased in response to demand pressures, and lettings target being met. Continuing to use RRTP funding to deploy staff to assist with resettlement from temporary to settled accommodation, and upscaling of the use of the Housing First approach. Policy Board regularly updated, with further progress report being submitted in May 2026.



Green

Climate Change Impact Assessment has been successfully piloted and is being rolled out across with Environment, Housing and Infrastructure prior to Council wide roll out over the summer period.



At the end of March 2026, Team Ups membership exceeds 9,000 members and continues to be an active site with daily public engagement with a focus on positive environmental behaviours.

PLACE

Achievements



The first year of the Anti-Social Behaviour app's implementation is complete, successfully making a transition from a pilot to an established core tool supporting our approach to case management and customer engagement.

New rent charging policy for temporary accommodation has been implemented from April 2025



Housing Asset Management Strategy and Action Plan approved at the October 2025 Board



We continue to upscale the use of Housing First approach to assist resettlement from temporary to settled accommodation by utilising RRTP funding to deploy staff providing regular updates to Policy Board.



In February and March, we successfully launched the 'New Harbour Project' to build on the success of MyLA (My Life Ahead) project, supporting those whose settled housing may be affected by drug / alcohol use.



Our approach to dog fouling enforcement has been successful with planned days of action have been taking place with Officers engaging with the public and targeting hotspot areas for enforcement visits. Redesigned signage as part of the awareness campaign has been distributed to Elected Members, Wardens staff and wider advertising within bus stops and social media ads placed to support the campaign.

Roads and Neighbourhood Services have worked in partnership to deliver the first year of the roundabout upgrade programme which is transforming tired, overgrown roundabouts into tidy, easily maintained assets that will enhance the road network. In 2025/26, we completed 12 roundabouts.

We continue to make significant progress with the 10-year Housing-led regeneration programme this includes

- Owner acquisitions continue with positive progress with 70 of the 89 privately owned properties now within Council ownership.
- Tenant Rehousing programmes and demolition of vacant blocks is progressing well with 33 of 99 blocks progressed for demolition.



Howwood Road (70 units) and Gallowhill (65 units) new build developments both started on site late 2025. Works are progressing well with the first set of timber kits now being erected. The first homes are expected to be ready for handover late 2026 for both projects.



ECONOMY

Achievements



The Neighbourhood Environment Trainee Teams (NETT) continue to deliver strong operational performance across our housing estates following expansion to four squads with a seven-day service model now fully embedded. The volume of jobs increased in 2025/26, by 34% compared to the previous year, garden jobs increased significantly, an increase of 179%. Ground clearance's also increased by 45%, while bulk uplift, our highest volume service, increased slightly by 13%.



In 2025–26, Renfrewshire's Housing Investment Programme invested around £15 million to improve the energy efficiency of existing homes through better insulation, solar panels, and triple glazing, reducing heating costs and helping tackle fuel poverty, and commenced the construction of 135 new energy efficient homes in Gallowhill and Johnstone, spending £6.9 million over 2025-26. The investment has delivered strong community benefits, and across a range of housing investment contracts, 64 residents are either currently employed or have recently completed a range of employment and training opportunities including work experience and apprenticeships, allowing these residents to improve their skills and qualifications, enhancing their future employment opportunities and in addition, almost £6 million of spending to Renfrewshire based companies, boosting the local economy and supply chain.'

We have completed the review of all animal licence conditions. When new legislation is enforceable, new licence conditions will be developed to ensure the welfare of animals is secured within such licensable activities.



Implementation of the ban on the sale and supply of single use nicotine vaping products is complete. Compliance levels continue to be high, and new requirements have been in place for a year, the work is now embedded as 'business as usual'.

FAIR

Achievements



Over the full reporting year, Housing Services has continued to work closely with Advice Works, Employability Services, the Energy Management Unit, Citizens Advice Bureau, Social Work and Housing Support resulting in tenants receiving timely, effective specialist support aimed at improving financial stability and sustaining tenancies. Across the year, a total of 754 referrals were submitted on behalf of council tenants. This collaborative approach continues to play a key role in sustaining tenancies, preventing arrears escalation, and supporting wider cost-of-living resilience across communities. Several sources of additional assistance was accessed. In monetary terms this equates to £15,735,110 between 1st April and 31st March 2026



Universal Credit migration activity progressed well throughout the year, Housing Officers continuing proactive engagement and support for all identified tenants. Housing Benefit colleagues providing early notification enabling timely contact, guidance, and referrals to ensure claims are made on time and housing cost contributions protected.



The Council received £17.846M from the Scottish Government to support the delivery of new build and the acquisition of rental off the shelf (ROTS) affordable homes across Renfrewshire. This allocation was full spent, and the Council received additional funding from the Scottish Government, bringing the total SHIP spend across Renfrewshire to just over £20 million in 2025/26.

The Tenant Participation Strategy 2022–2027 achievements include communication, digital engagement, tenant consultation, and support for Tenants' and Residents' Associations (TARAs). Key developments include

- strengthened digital participation,
- increased use of surveys to shape service decisions,
- expansion of Quality Circle inspections,
- enhanced communication channels,
- and active consultation within regeneration areas.
- Tenants' priorities continue to centre on repairs and maintenance, which is reflected in service planning.
- a simpler registration process by moving to a single category ("registered")
- introduction of a clearer, fairer grant model consisting of a basic payment plus an amount per council tenancy.



Digital Noticeboards have been installed at Monkdykes and Speirsfield Gardens Complexes and identifying potential sources of funding to roll out across other sheltered complexes.



GREEN

Achievements



Following the successful pilot the Climate Change Impact Assessment is now being piloted with EH&I projects prior to Council wide roll out over the summer period.



At the end of March 2026, Team Ups membership exceeds 9,000 members and continues to be an active site with daily public engagement with a focus on positive environmental behaviours.

£5,000 has been recovered as a result of the Taskforce supporting SEPA to issue 2 Variable Monetary Penalties to Renfrewshire fly-tippers.

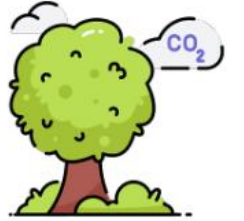


A presentation was delivered to peers from KSB, SEPA and other local authorities at an Improvement Service event where Team Up was recognised as promoting best practice across Scotland.



80 "Grit Kits" were delivered to volunteers who requested equipment to increase safety across their neighbourhoods and local streets during periods of frost or snow.

The Gallowhill multi storey flats ground source heating project progressed well during 2025. This project will replace tenants' gas heating systems with new energy efficient heat pumps and upgraded radiators. The project is one of the first of its kind in Scotland and has been supported by £1.8M funding from Scottish Government. Works are scheduled for completion by the end of 2026.



Renfrewshire Council's Carbon Management Plan (CMP) was finalised and approved by ILE in November 2025. Delivery of the plan is now being taken forward over the next 5 years to reduce the Council's emissions in a number of service areas.



Recycling Improvement Funding from Zero Waste Scotland enabled us to promote food waste recycling to 80,000 homes, improve recycling facilities at 8,140 flats and extend food and garden waste recycling to 6000 more homes



Living our Values

Achievements

- Environment, Housing & Infrastructure continue to proactively support and encourage development of new ways of working where possible including the widespread use of technology, such as M365 and GIS mapping, to improve collaborative working and streamline processes.
- Robust and up to date business continuity arrangements are in place across all services and are supported with ongoing training, scenario planning and exercises
- Work has been undertaken to complete actions identified from Audit reports (Internal Audit and External Audit) and accreditations, including maintaining British Standards ISO 9001 for identified services, have been retained
- The Environment, Housing & Infrastructure Health and Safety Plan 2025/26 annual report and an updated Environment, Housing & Infrastructure Health & Safety Plan 2026 – 2029 will be considered by the appropriate Board in May/June 2025. Work has taken place across services throughout 2025/26 to review health and safety and risk assessments.
- A series of events were held at Underwood Road Depot in November 2025 to promote awareness of Men's Mental Health and the support available to employees. A further event focusing on health and wellbeing was held in March 2026.
- Over 40 members of staff from Environment, Housing and Infrastructure were nominated for Living our Values during 2025/26.
- A new Personal Development Plan (PDP) for employees with access to the Council's network was rolled out in 2025/26. Over 710 employees have completed this, over 92% of our networked staff, and a wide range of training identified. This will be extended to pilot a suitable approach for our frontline employees.



ACTIONS AND INDICATORS

Communities and Housing Policy Board **May 2026**

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DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
The new Housing (Scotland) Act will be introduced during 2025/26, and this will include new duties in relation to homeless prevention	March 2026		Implementation of Scottish Government's proposed new duties has been put back to 2026-27, Homeless Services currently participating in a HSCP pilot on the impact of 'Ask & Act' duty on public bodies.
Continuing to meet the challenges of the local/national pressures around homelessness.	March 2026		Range of actions being taken to mitigate the impact of the demand pressures on social rented housing in general, and Homeless & Housing Support Services. Further update being provided to the Policy Board in May 2026.
Implement new rent charging policy for temporary accommodation	April 2026		New policy implemented from April 2025.
Review the findings from independent assessment of MyLA (My Life Ahead) project, and ensure the lessons learned are incorporated in the support provided to those whose settled housing may be affected by drug / alcohol use.	March 2026		'New Harbour Project' launched in February/March 2026 to build on the success of MyLA.
Deliver the key outputs from the 7th year of Renfrewshire's Rapid Rehousing Transition Plan (RRTP) and ensure the supply of temporary accommodation, provision of support to those in need, and the number of social rented housing lets meets the homeless pressures and the Council plays its part in relation the provision of accommodation in response to changes in national migration and resettlement policies and programmes.	March 2026.		Stock of temporary accommodation being increased in response to demand pressures, and lettings target being met. Continuing to use RRTP funding to deploy staff to assist with resettlement from temporary to settled accommodation, and upscaling of the use of the Housing First approach. Policy Board regularly updated, with further progress report being submitted in May 2026.

DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
Further develop training and communications on the ASB App based on learning from the pilot project and extend use across all Local Area Housing Teams.	June 2025		The first year of the app's implementation has now been completed, and we intend to continue its use for a further 12 months. This will mark the app's second year of operation and signals its transition from a pilot into an established, core tool supporting our approach to case management and customer engagement. During this next phase, our focus will be on fully embedding the app into day-to-day practice across the service. This will include delivering a programme of improvements and enhancements to strengthen functionality, streamline processes, and ensure staff have clear and consistent guidance on its use. We will also focus on strengthening awareness and utilisation of the app among tenants, ensuring they understand how and when to use it, and promoting it as a convenient and accessible way to report concerns promptly.
The revised Housing Asset Management Strategy will be presented to the Communities and Housing Policy Board this year.	The Housing Asset Management Strategy is currently being reviewed and will be brought to a future meeting of the policy board for approval.		Housing Asset Management Strategy and Action Plan approved at the October 2025 Policy Board Action plan is being progressed with update to be provided to the Housing board and the Programme Board. On course to complete 2026 actions by end of calendar year.
Ongoing work on the housing repairs operating model.	Review to be completed in 2025. Actions may continue beyond this timescale		The Repairs Review has been completed but full implementation will continue into 2026/27.

DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
Investment in current housing stock including for 2025/26 • Kitchen, bathroom, and rewiring replacement – 600 properties • Window and door improvement programme – 250 properties • Heating renewals – 750 properties • External improvements – 500	March 2026		293 properties have had kitchen, bathroom and rewiring works completed to date in void and tenanted programmes. This is below target due to changes in contractual arrangements; however, the programme is now progressing well. 666 properties have benefitted from replacement windows in both regeneration areas and across the wider authority. Further installations are continuing. 793 Boiler/heating installs have been completed to date either at void stage or through the tenanted programme. 484 properties have had external improvements completed in their property to date

DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
Howwood Road (70 units) and Gallowhill (65 units) new build developments on site and underway	March 2026		Both projects are now on site following final approvals at Howwood Road Area enabling site start on 3 November 2025, and works are progressing well with the first set of timber kits now being erected. The first homes are expected to be ready for handover late 2026 for both projects.
Continue with year 4 of the 10-year Housing-led regeneration programme.	March 2026		The timeline for this ten-year programme continues to run as per the agreed timeline, with the exception, of the Ferguslie/Broomlands area as previously detailed. Owner acquisition also continues with positive progress with 70 of the 89 privately owned properties now within Council ownership. Tenant Rehousing programme and demolition of vacant blocks is progressing well with 23 blocks demolished with further 10 being progressed for demolition Neighbourhood consultation continues across the programme for a variety of reasons including discussions on the investment programme, owner participation and environmental improvements. Performance against targets for 2024–2026 is so far: ▪ Void rent loss (excluding Homeless Persons' Units) reduced from 4.45% to 2.89% ▪ Void numbers reduced from 518 to 301 ▪ Turnaround time reduced from 50.40 to 29.48
Officers will work together to review the delivery and turnaround of void properties across Renfrewshire to minimise times, wherever possible, to allow properties to be re-let.	The Single Voids Team pilot has been extended until 31 March 2026		▪ Void rent loss (excluding Homeless Persons' Units) reduced from 4.45% to 2.89% ▪ Void numbers reduced from 518 to 301 ▪ Turnaround time reduced from 50.40 to 29.48
Review our current approach to dog fouling enforcement and use community engagement and data to map out 'hot spots' to target enforcement	March 2026		Planned days of action have been taking place with Officers engaging with the public and targeting hotspot areas for enforcement visits. Enforcement activity will continue into the next financial year. The awareness campaign has developed redesigned signage which has been distributed to Elected Members, Wardens staff for placement, and this has also been used for wider advertising within bus stops. There have also been social media ads placed across the year to support the campaign. This awareness campaign will continue into the next financial year..

DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
A review of Council owned lock ups and associated policy and procedures is being undertaken.	Ongoing review of the Council's owned lock-up estate, Consultation is expected to be undertaken in late Spring/early summer 2025, and a plan for the implementation will be prepared		A review of all lock-ups has been undertaken and a draft lock-ups policy drafted. Both the review information and the policy are likely to require updating prior to presentation to a future Communities and Housing Policy Board.
Through the HRA, £600k will be used for Participatory Budgeting for environmental and neighbourhood projects. This will be split with £150k for each of the local area housing teams	The Participatory Budgeting will be utilised over the next 3 years. The full details of this initiative will be developed and brought to the Policy Board for approval prior to implementation		The YouDecide Tenants idea submission period closed on 21 December 2025. Over 70 ideas were received and reviewed against the essential criteria and then qualifying projects were designed and costed. Over 30 of these projects qualified for Council tenants to vote on, during the voting period which opened on 16 th February and closes on 15 th March 2026. Comms and marketing colleagues have assisted with the delivery of a targeted approach to tenants publicising the projects submitted for each neighbourhood area and Housing Officers, concierge and caretaking teams along with elected members were all encouraged to remind and assist tenants to use their voting power for projects they would like to see delivered in their neighbourhood. The winning projects for year one of this fund, as voted for by tenants, will be delivered throughout 2026.

DELIVERING THE SERVICE IMPROVEMENT PLAN- PLACE

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Private Water Supplies – 100% of type A supplies risk assessed and sampled	✓	100%	100%	100%	100%	100%	Not measured for quarters				100%	All regulated private water supplies have been sampled and risk assessed during the year, as is required by the Regulations
Air Quality - Annual average PM10 value across all continuous monitoring sites		12.78ug/m3	18ug/m3	13.2ug/m3	18ug/m3	18ug/m3	Not measured for quarters				TBC	This information is currently not available. Will be determined upon ratified data being finalised in June 2026
Air Quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits	✓	0ug/m3	40ug/m3	0ug/m3	40ug/m3	40ug/m3	Not measured for quarters				0ug/m3	There were no exceedances of the target value of 40ug/m3 at any monitoring location and as this has been the case for several years, all AQMAs across Renfrewshire have now been revoked.

DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Percentage of reactive repairs carried out in the last year complete right first time (Housing)		87.3%	93%	90.1%	93%	93%	Not measured for quarters				91.07%	Performance has improved from 90.1% in 2024/25 to 91.07% in 2025/26, showing continued progress, although it remains below the 93% target. This indicates a positive trend in completing repairs right first time.
Percentage of Overall Repairs Completed Within Target (Housing Services)		92.1%	95%	93.2%	95%	95%	93.36%	96.06%	96.83%	95.16%	95.37%	Performance improved from 93.20% in 2024/25 to 95.37% in 2025/26, meeting the 95% target. There was a steady increase across the year, peaking in Q3, showing improved delivery of repairs within target timescales.
Average length of time taken to complete non-emergency repairs (days) (Housing Services)		7.9 days	15 days	6.9 days	15 days	15 days	6.68 days	6.1 days	4.6 days	5.8 days	5.5 days	This year just over 27,956 non-emergency repairs were completed in an average of 5.5 days. This is an improvement in the average time from last year (6.9 days).
Average time from household presenting themselves as homeless to completion of duty (number of weeks)		21.33 weeks	26 weeks	21.96 weeks	26 weeks	26 weeks	21.38 weeks	22.51 weeks	22.4 weeks	28.46 weeks	24.33 weeks	Average time to complete duty increased due to increased number of presentations.

DELIVERING THE SERVICE IMPROVEMENT PLAN – ECONOMY

What we will do	Due Date	Status	Progress Update
Work in partnership with teams across the Council to expand the Neighbourhood Environment Trainee Teams - increasing capacity from 2 squad to 4.	June 2025		The Neighbourhood Environment Trainee Teams (NETT) continue to deliver strong operational performance following their expansion to four squads, with the seven-day service model now fully embedded. Feedback from stakeholders highlight a noticeable improvement across our neighbourhoods, including greater team visibility and quicker completion of reported jobs. The volume of jobs increased in 2025/26, by 34% compared to the previous year, The garden jobs increased significantly, an increase of 179%, these jobs can also be more labour intensive. Ground clearance's also increased by 45%, while bulk uplift, our highest volume service, increased slightly by 13%. These increases reflect both higher levels of community need and the enhanced capacity of the NETT. The mid-point service review also identified improved community impact, strong trainee retention with many progressing into roles within the Council or with local employers and strengthened cross-service collaboration. In response, patch-based planning was refined within the four local area teams, enabling more proactive targeting of hotspot locations. A full year review be carried out in late April including a tenant survey and will further assess service impact, gather community feedback, and inform future programme development.
Complete the review of animal license conditions across all licences	March 2026		All licence conditions have been reviewed this year. However, new licensable activities which were due to be brought into effect have not materialised. When new legislation on these activities is enforceable most of the current licensing regimes will be withdrawn and at this time new licence conditions will be developed to ensure the welfare of animals is secured within such licensable activities.
Implement the proposed ban on the sale and supply of single use nicotine vaping products.	March 2026		Compliance levels continue to be considered high, with the new requirements having been in place for a year and this work is now embedded as 'business as usual'. Implementation of this ban is considered complete.

DELIVERING THE SERVICE IMPROVEMENT PLAN – FAIR

What we will do	Due Date	Status	Progress Update
Ensure effective participation and support for all refugee programmes.	March 2026 and on-going		Health & Wellbeing 'Hub' now established and programme in place based on feedback from service users.
Obtain Care Inspectorate registration for Refugee Resettlement team	March 2026		Registration achieved.
Pilot the installation of 'digital noticeboards' at the reception areas of sheltered complexes and obtain feedback from tenants.	March 2026		We are tracking the effectiveness and popularity of this new method for keeping tenants informed and identifying potential sources of funding to roll out their use across other sheltered complexes.
Work with Advice Services to maximise opportunities for Council tenants to access specialist income advice.	March 2026		Over the full reporting year, Housing Services has continued to work closely with Advice Works, Employability Services, the Energy Management Unit, Citizens Advice Bureau, Social Work and Housing Support to ensure tenants receive timely, effective specialist support aimed at improving financial stability and sustaining tenancies. The referral process has been proactively monitored each month to ensure all available support pathways are being fully utilised and remain effective. This approach has strengthened joint working arrangements, improved consistency in referral practice and enabled early identification of tenants requiring additional intervention. Across the year, a total of 754 referrals were submitted on behalf of council tenants. These referrals resulted in: • Improved access to income maximisation support and money advice • Increased take-up of benefits and financial entitlements • Enhanced support for tenants transitioning onto or managing Universal Credit • Practical assistance with fuel poverty through EMU referrals • Better coordination with employability services to support tenants into training and work • Holistic support planning through links with Social Work and Housing Support This collaborative approach continues to play a key role in sustaining tenancies, preventing arrears escalation, and supporting wider cost-of-living resilience across communities. Several sources of additional assistance was accessed; in monetary terms this equates to £15,735,110 between 1st April and 31st March 2026

DELIVERING THE SERVICE IMPROVEMENT PLAN – FAIR

What we will do	Due Date	Status	Progress Update
Work with relevant stakeholders and Council Tenants scheduled to migration to Universal Credit to mitigate against avoidable delays and loss of housing cost contributions.	March 2026		UC migration activity has progressed well throughout the year, with Housing Officers continuing proactive engagement and support for all identified tenants. Early notification from Housing Benefit colleagues enabled timely contact, guidance, and referrals to ensure claims were made on time and housing cost contributions were protected. Migration is now almost complete, with only a small number of tenants still to transition — now in the low teens across all tenures. These final cases are being actively managed, and no issues have been identified that would impact completion. Given the strong performance and the limited number of remaining cases, this SIP action is now considered complete.
Deliver the Action Plan outcomes outlined in the Tenant Participation Strategy 2022-2027	The strategy will be complete by Dec 2027		The Tenant Participation Strategy 2022-2027 annual update was submitted to the Board in March. Highlighting achievements across communication, digital engagement, tenant consultation, and support for Tenants' and Residents' Associations (TARAs). Key development include strengthened digital participation, increased use of surveys to shape service decisions, expansion of Quality Circle inspections, enhanced communication channels, and active consultation within regeneration areas. Tenants' priorities continue to centre on repairs and maintenance is reflected in service planning. The report also proposed changes to TARA registration and funding following a scrutiny review which recommended a simpler registration process by moving to a single category ("registered") and introduce a clearer, fairer grant model consisting of a basic payment plus an amount per council tenancy. Priorities for 2026/27 focus on modernising participation, broadening engagement—particularly through digital methods—and preparing for the development of the next Tenant Participation Strategy (2027 -2032)

DELIVERING THE SERVICE IMPROVEMENT PLAN – FAIR

What we will do	Due Date	Status	Progress Update
Continue with next phase of stock condition survey.	Year 1- May 2025 Year 2 – May 2026 Year 3 – May 2027		Phase 2 surveys completed. The survey data is now being interfaced into Apex for 31/03/2026, in order to run the ARC stats. Access rates for phase 2 are still circa 50%.
Update the SHIP to set out Renfrewshire's new build affordable housing investment priorities utilising grant funding made available from the Scottish Government's Affordable Housing Supply Programme'	The SHIP is a rolling programme that covers a five-year period and is refreshed annually. This annual review takes account of Scottish Government funding availability and progress in delivering existing affordable housing sites and provides an opportunity to add new sites to meet the housing needs of Renfrewshire's residents. Each year a draft SHIP is prepared and submitted to the Communities and Housing Policy Board in August for approval for public consultation. The final SHIP is presented back to Board in October for approval before being submitted to the Scottish Government.		The finalised version of the 2026-2031 SHIP was approved at Communities and Policy Board on 28 October 2025. Implementation will begin from 1 April 2026. In 2025/26, the Council received £17.846m from the Scottish Government to support the delivery of new build and acquisition of rental off the shelf (ROTS) affordable homes across Renfrewshire. The Council fully spent this allocation and received additional funding from the Scottish Government bringing the total SHIP spend across Renfrewshire to just over £20million in 2025/26.
Implement NEC Housing Management System as part of the Housing Innovations Project in 2 phases – which will incorporate Rents, Repairs, Service Charges, Allocations, Tenancy Management, ASB, Customer Relationship Management, Customer Services, Property Lifecycle, Homelessness and Support Services modules. Phase 1 will comprise of Rents, Service Charges, Allocations, Tenancy Management, ASB, Customer Relationship Management, Customer Services, Property Lifecycle, Servicing and Support Services modules.	Phase 1 May 2026		Phase 1 progressed well during 2025, however, the first test cycle at the end of 2025 identified a range of defects primarily relating to data migration and system functionality which the supplier found challenging to resolve within project timescales. Officers worked closely with the supplier to reassess the overall delivery plan and agree an additional data migration exercise and a further test cycle, with Phase 1 go-live now planned for Quarter 3 of 2026.

DELIVERING THE SERVICE IMPROVEMENT PLAN – FAIR

What we will do	Due Date	Status	Progress Update
We will implement Phase 2 of the NEC Housing Management System	Phase 2 July 2027	 Commences February 2026.	During the latter half of 2025, the required preparatory work was completed as originally planned. A Phase 2 implementation kick off event was conducted in January 2026 with attendance by the Project Team, the Supplier and the wider business. The solution design workshops began in February 2026, and these will continue until October 2026. Phase 2 remains on schedule for completion by July 2027.

GREEN

What we will do	Due Date	Status	Progress Update
Deliver a programme of enhanced operational environmental and community support activities for environment and place	March 2026		At the end of March 2026, Team Ups membership exceeds 9,000 members and continues to be an active site with daily public engagement with a focus on positive environmental behaviours. A presentation was delivered to peers from KSB, SEPA and other local authorities at an Improvement Service event where Team Up was recognised as promoting best practice across Scotland. 80 “Grit Kits” were delivered to volunteers who requested equipment to increase safety across their neighbourhoods and local streets during periods of frost or snow. Grit Kits include salt/grit spreader, snow shovel, gloves and hi-vis vest. The Environmental Taskforce continues to investigate flytipping and enforce where evidence is available. 7 fixed penalty notices were issued over the period. The Taskforce supported SEPA to issue 2 Variable Monetary Penalties to Renfrewshire flytippers recovering over £5,000.
Implement full recycling facilities within Renfrewshire House	March 2026		Project continues to progress with bin audit completed, and agreement between key colleagues/teams on the best approach. Suitable bins have been sourced, ready for procurement. The next steps are to plan implementation and comms with an anticipated May/June roll out.
Exploring expansion of solar PV and other renewables on council buildings	March 2026		Decision was made to prioritise BMS in year 1, as a procurement framework for solar was required to be set up in 25/26, to then be utilised in 26/27. Solar PV expansion will be a priority project in 26/27.
Development of investment grade business cases for 2 potential district heating networks. 1 Paisley central, 1 expansion of AMIDS.	Summer 2025		The Business Cases are expected to be concluded in May prior to formal submission to August ILE Board.

DELIVERING THE COUNCIL PLAN - GREEN

What we will do	Due Date	Status	Progress Update
Looking to expand Building Management Systems to reduce energy use and water use	March 2026		The 3 rd and final phase of the project is nearing completion and is planned to be concluded over the easter break.
Develop the following strategies and plans - • Renfrewshire's Adaptation Plan • Renfrewshire's Circular Economy Strategy • Renfrewshire Council's Carbon Management Plan (CMP)	March 2026		• Extensive engagement with internal and external stakeholders continues to take place to inform the draft Adaptation Plan. Once drafted, public consultation will take place over summer to inform the final plan. • It has been agreed that a local Circular Economy Plan will be developed slightly later than planned to align with National policy around Waste and Circular Economy. • The CMP was finalised and approved by ILE in November 2025. Delivery of the plan is now being taken forward over the next 5 years to reduce the Council's emissions in a number of service areas.
Develop Climate Change Impact Assessments process across appropriate projects.	March 2026		Following the successful pilot with PMU, the CCIA is now being piloted with EH&I projects prior to Council wide roll out over the summer period.

GREEN

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Percentage of Council housing stock which meets the Scottish Housing Quality Standard		68.55%	77.99%	80.02%	71.15%	82.23%	Not measured for quarters				80.9%	Small increase from last year in the percentage of stock passing SHQS, mainly due to a small improvement in EICR and Smoke Detection rates and a minor gain in energy performance. The overall improvement was slightly lower than predicted due to the reduction in stock numbers

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

What we will do	Due Date	Status	Progress Update
We will continue to develop and support our workforce through training and development demonstrating our value as a learning organisation.	March 2026		- The Service Development Team continue to support employees to undertake a range of training including mandatory training through toolbox talks or on i-learn as appropriate. - Training courses have included mandatory driver training, Health & Safety and specific role training such as Chainsaw operational training.
We will support wider employee health and wellbeing across Environment, Housing, Infrastructure	March 2026		- In response to the Employee Survey 2024 to support the opportunity for more regular time and engagement between managers/ supervisors and employees a “Personal Development Plan” (PDP) for networked staff was launched. This template supports employees to reflect on achievements and challenges, agree objectives and identify training support required. 92% of network employees have recorded a PDP has taken place. - Work is ongoing to promote health and wellbeing across EHI, and more front-line staff are trained as Metal Health First Aiders. Currently 38 employees within EHI are registered Mental Health First Aiders including within our operational frontline services. - An event was held at Underwood Road Depot to support Men’s Mental Health Awareness in November 2026. This was followed up with a wellbeing event, over 2 days, in March 2026. Both events were well received by employees and well attended.
We recognise that Health & Safety is an integral part of our business. We will deliver our actions outlined in the Environment, Housing & Infrastructure (EHI) Health & Safety Plan 2025 – 2028.	March 2026		- IOSH Managing Safely has been rolled out to 107 managers, supervisors and employees across EHI. An additional 19 Senior Leadership Managers undertook IOSH Leading Safely. Housing Services have progressed similar training focused more specifically on that service needs. - As part of the British Standards Institute (BSI) ISO 9001 accreditation a number of internal audits, focusing on health and safety, have been undertaken and steps taken to address any areas for improvement identified

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Average number of workdays lost through sickness absence per employee (FTE) (cumulative)		14.91	13.7	15.41	13.7	13.7	3.25	3.32	4.29	3.69	14.27	The total for 25/26 is 14.27 days lost which is lower than total for 24/25 15.41 days lost.
% of Members enquiries completed within timescale		92%	85%	89.2%	85%	85%	86%	87%	88%	94%	88%	Environment, Housing & Infrastructure received 8,664 members enquiries in 2025/26, of which 88% were responded to within timescale
% of frontline resolutions dealt with within timescale		85%	85%	62%	85%	85%	58%	79%	89%	90%	79%	Environment, Housing & Infrastructure received 10,600 frontline resolutions in 2025/26, of which 79% were responded to within timescale.
% of complaint investigation completed within timescale		89%	85%	50%	85%	85%	45%	67%	76%	86%	67%	Environment, Housing & Infrastructure received 521 complaint investigations in 2025/26, of which 67% were responded to within timescale.
% of FOI request completed within timescale		100%	100%	99%	100%	100%	97%	95%	91%	96%	95%	Environment, Housing & Infrastructure dealt with 944 Freedom of Information requests in 2025/26, of which 895 (95%) were responded to within timescale. 160 of these requests were cross departmental and 784 were departmental
Training – Percentage of staff training undertaken in relation to qualifications (Public Protection)		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Staff training is provided on a structured basis as needs are identified through Personal Development Planning to ensure that they have the correct skills and qualifications to undertake their duties. There is currently one training to qualify as an Environmental Health Officer, two who are working toward completion of the Modern Apprenticeship in Regulatory Services

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.		8.32%	7.50%	7.10%	7.5%	7.5%	6.2%	7.34%	7.3%	6.19%	6.19%	Universal Credit migration is largely complete, with only a small number of cases remaining, and work to support these final migrations is now complete. The service is now focused on supporting pension-age tenants to revert to Housing Benefit where appropriate, helping to ensure rent payments are maintained. The Arrears Working Group continues to focus on training and development, sharing best practice and partnership working, alongside ongoing use of the Tenant Support Fund and timely referrals to advice and support services. The removal of the recovery action threshold enables earlier and more proportionate intervention where tenants do not engage, supporting a consistent and timely approach to arrears management while maintaining a balanced focus on support and enforcement. Ongoing cost-of-living pressures are expected to continue to impact on rent collection.
Rent collected as percentage of total rent due in the reporting year.		100.4%	98%	100.7%	98%	98%	99.1%	98.9%	99%	100.5%	100.5%	Last year £57,798,776 rent was collected which was more than the amount due (£54,161,465).

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Average length of time taken to re-let properties in the last year (in days)		50 days	53 days	37 days	53 days	45 days	31 days	30 days	28 days	26.7 days	28.6 days	There were 811 re-lets in 2025/26. There has been improvement in the average re-let times. Our void turnaround times and processes remain an area of primary focus for the service, and we will continue to look for improved ways of working.
Percentage of rent loss due to voids		1.45%	1.8%	1.3%	1.8%	1.5%	0.92%	0.92%	0.91%	0.89%	0.89%	The Single Voids Team reduced the volume of voids, coupled with faster re-let times has resulted in improved void rent loss.

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Target	Value	Value	Value	Value	Value	
% of corporate induction completed within 30 days of starting employment with the Council		N/A		N/A	Not measured for quarters				N/A	This is undertaken at a service level. Although networked employees have completed the necessary mandatory training and toolbox talks are available for frontline employee's work is ongoing to establish a consistent approach to recording this to support improved monitoring.
% of mandatory training courses for frontline employees completed		N/A		N/A	Not measured for quarters				60%	60% of frontline employees have completed the required mandatory training in 2025/26. Work is ongoing to deliver toolbox talks to these employees to support this training. Work is ongoing with wider Corporate Teams to enable more accurate reporting across different employee groups.
% of mandatory training courses for employees with access to the Council's network completed		N/A		N/A	Not measured for quarters				83%	83% of employees with access to the Council's network have completed the required mandatory training in 2025/26. Work is ongoing with wider Corporate Teams to enable more accurate reporting across different employee groups
% of Personal Development Plans completed		N/A		N/A	Not measured for quarters				92%	A new Personal Development Plan (PDP) for employees with access to the council's network was rolled out across EHI in 2025/26 to support a meaningful 1-2-1 conversation with supervisor/manager. Over 710 employees have completed this, 92% of our employees with access to the Council's network, and a wide range of training and development needs identified to support ongoing learning in line with our values. Work will be undertaken in 2026/27 to pilot a suitable approach for our frontline employees building on the work being undertaken in Soft FM with frontline employees.

DATA STRATEGY: PRIORITY ACTIVITIES

What we will do	Due Date	Status	Progress Update
<u>Strategic:</u> We will align service data activities with the Digital Strategy for Renfrewshire objective: Data is a critical asset. Ensure visibility of data activities at Directorate (Director & Head of Service Level)	March 2026		The Directorate (Director and 4 Heads of Service) regularly consider a range of data which is used to inform decision making. There is ongoing support for data activities and training to enhance this capability across Services in line with the Digital Strategy for Renfrewshire.
<u>Skills:</u> We will identify skills gaps (e.g. data input, data analysis) and training needs across EHI and address through our Workforce Development plan in line with the Renfrewshire Council People Strategy	March 2026		- Information on skills gaps and training needs will be identified as part of the Personal Development Plan (PDP) currently being rolled out for networked employees and will be developed further in 2026/27. - Internal training on data analysis tools has been undertaken to support knowledge and understanding of our data.
<u>Data Quality:</u> We will review data quality in key business systems and processes and develop an improvement plan.	December 2025		As part of wider projects in 2025/26 data held for both the Roads Service and Waste & Recycling Service has been reviewed and the quality of data improved to support data driven decision making.
<u>Analysis:</u> We will further define analysis requirements to improve decision making and build capabilities locally within services where required.	December 2025		Work is ongoing to improve how data is presented including using standard tools. Although at an early stage it is hoped this work will improve how our data is presented to Services allowing them to make more informed decisions.
<u>ERP:</u> We will work with Corporate Teams to promote and increase the use of standard dashboards as business as usual.	March 2026		Work continues to be undertaken to support services to ensure that the data held in the ERP is accurate. In addition, managers have been supported to use the standard dashboards available.
<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.	March 2026		The Senior Service Development Manager represents EHI at the Data Advisory Group and continues to ensure that data is used collaboratively across services where possible.

DELIVERING THE COUNCIL PLAN – CROSS CUTTING THEME

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

“Across all our work and all 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 we will do	Due Date	Status	Progress Update
EH&I will work towards keeping The Promise and support our Care Experienced Community.	March 2026		Renfrewshire Council’s Environment, Housing and Infrastructure (EHI) service—particularly Housing and Homelessness Services—plays a central role in delivering The Promise by strengthening early intervention and ensuring Care Experienced young people have safe, stable homes and supportive relationships. The service continues to develop personalised Housing Pathways that are affordable, trauma-informed and co-designed with partners, while maintaining a strong focus on preventing youth homelessness. Through early identification of risk, proactive casework and close partnership working with Children’s Services and Whole Family Wellbeing, the service aims to keep young people secure, connected and out of crisis. Housing and Homelessness Services are firmly integrated into Renfrewshire’s whole-system approach to The Promise. They actively contribute to governance structures, including the Promise Strategic Oversight Group, ensuring housing decisions support better outcomes for Care Experienced people. Culture change is also a priority, with staff encouraged to adopt compassionate, non-stigmatising language in line with Renfrewshire’s Language Policy and to engage in workforce development such as the Promise i-Learn module and the Promise Keeper Network, strengthening trauma-informed, rights-based practice. In addition, EHI contributes to wider efforts to improve life chances for Care Experienced young people through employability initiatives. This includes supporting the council’s Guaranteed Interview Scheme for Care Experienced applicants and promoting inclusive recruitment practices. Together, these actions reinforce the council’s commitment to embedding relationship-centred, rights-based approaches across services and improving long-term outcomes for Care Experienced young people.



EH1 SERVICE IMPROVEMENT PLAN

Outturn Report

May 2026

For more information, please contact:

Douglas.morrison@renfrewshire.gov.uk

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Renfrewshire
Council



Environment, Housing & Infrastructure

Service Improvement Plan 2025 - 28

Outturn Report

May 2026

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Renfrewshire
Council

Welcome to our Service Improvement Plan outturn report

- This update reflects progress over the last year of our Service Improvement Plan (SIP) and the following pages shine a spotlight on some great projects or practice and highlight areas where we'd like to improve or develop further.
- Our Service Improvement Plan is closely aligned to the Council Plan and each of the actions and performance indicators within the SIP are grouped under the appropriate Council Plan theme to show the linkage between what we are aiming to achieve and the corporate priorities of the Council.
- Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- We report on 25 performance indicators, 16 which are reported annually and 9 reported quarterly.

About us

This update covers the Environment, Housing and Infrastructure service areas within the remit of the Infrastructure, Land and Environment Policy Board. These are:

Operations

Responsibilities include:

- Waste Services,
- Fleet & Social Transport,
- Neighbourhood Services,
- Country Park Management,
- Grass, Grounds & Cemeteries Maintenance,
- Burials



Service Development

Responsibilities include:

- Service Modernisation,
- Elected Member enquiries, public enquires & complaints and Freedom of Information requests,
- Operational Training,
- Civil Contingencies



Roads and Transportation

Responsibilities include:

- Council's roads and infrastructure, including bridges,
- Winter maintenance,
- Public Transport,
- Parking & Active services,
- Sustainability



Key plans, strategies and reports approved during 2025/26

Local Transport
Strategy – Travel
Renfrewshire 2035

Carbon
Management Plan
2025-2030

New Assisted
Collection Service
Policy

Housing Landlord
Compliance
Policies

Renfrewshire
Strategic Housing
Investment Plan
2026 to 2031

Corporate Asset
Management
Strategy 2026 to
2030

Renfrewshire
Council Business
Continuity Policy
2025-2027

Housing Asset
Management
Strategy

Environmental
Health Business
Regulation Service
Plan 2025/2026

Many of our Business as Usual functions are determined by reports approved at board. For Environment, Housing & Infrastructure, reports are presented to different Policy Boards depending on the topic. Papers and access to video recordings of past meetings are available on the Council's website.

HELPING TO Deliver the Council Plan

Place

Our £90m 10 years roads investment strategy is in place delivering carriageway and footway improvements across Renfrewshire.



Economy

Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes.



Living our Values

Support delivery of a refreshed approach to workforce planning and workforce innovation, with a focus on recruitment and retention; learning and development and career pathways.



Green

Support the delivery of a regional approach to Public Electric Vehicle Charging

Climate Change Impact Assessment has been successfully piloted and is being rolled out across with Environment, Housing and Infrastructure prior to Council wide roll out over the summer period.

Expand Building Management Systems to reduce energy use and water use.



Fair

EHI fully supports Renfrewshire 'Keeps the Promise' to deliver improved outcomes for individuals who are care experienced, wherever possible.



Delivering the Council Plan - Place

Achievements:

- We have delivered year 1 of the £90m 10-year roads investment strategy. In 2025/26 we have resurfaced 47 carriageways, 16 footways and surface treated 38 carriageways.
- Roads and Neighbourhood Services have worked in partnership to deliver the first year of the roundabout upgrade programme which is transforming tired, overgrown roundabouts into tidy, easily maintained assets that will enhance the road network. In 2025/26, we completed 12 roundabouts.
- We have made progress delivering our Streetlighting Capital Programme, replacing life expired streetlighting schemes and the work in Easwald Bank, Kilbarchan is complete.
- The business case to build packaging and recycling bulking facility within Renfrewshire has been completed and is being reviewed by internal Finance and Technical teams. This will come to a future board for member consideration in 2026.
- A dedicated team has been established to focus specifically on weed management across Renfrewshire. The team is fully operational and their schedule mirrors the 14-day grass cutting cycle to ensure a consistent and coordinated approach across Renfrewshire.
- We continue to invest in the renewal of Play Parks with Phase 1 of the 2025/26 renewals currently underway with one play park renewal completed, two under construction and a further three renewals starting from Spring 2026.



Delivering the Council Plan - Economy

Achievements:

- We have published our new Local Transport Strategy which was approved in November 2025. This covers the period 2025 to 2035 and sets out the priorities to improve transport and travel in Renfrewshire over the next 10 years.



- Renfrewshire Council successfully delivered the new Renfrew Bridge as part of the £117million Clyde Waterfront and Renfrew Riverside (CWRR) project, which included £39million in support from both the Scottish and UK governments and £1.7million from Transport Scotland. Since the bridge was officially opened in June 2025, there have been over 3 million crossings, including 39,000 cyclists and over 79,000 pedestrians with the bridge becoming a vital travel link enhancing connectivity and supporting sustainable travel across the region.
- The construction of the AMIDS South project has commenced which will connect Paisley town centre with the Advanced Manufacturing Innovation District Scotland (AMIDS) and Glasgow Airport through a series of transport and infrastructure improvements. This project will be taken forward by Environment, Housing & Infrastructure.

Delivering the Council Plan - Fair

Achievements:

- Work is progressing to design and implement the villages traffic calming project. The majority of phase 1 has been implemented in Howwood and amendments in Houston and Kilbarchan are nearing agreement with Community Councils. Stage 2 concept designs have been agreed in Bishopton, Elderslie and Bridge of Weir. Investigations in Langbank have begun.



- Work is ongoing to implement the statutory 20mph speed limit on all residential Renfrewshire streets where it is appropriate, and the concept phase is now complete. Transport Scotland award for the next phase has been agreed. Detailed project scoped out and tender documents have been prepared.

Delivering the Council Plan - Green



Achievements:

- Following the successful pilot, the Climate Change Impact Assessment is now being piloted with EH&I projects prior to Council wide roll out over the summer period.
- Renfrewshire Council's Carbon Management Plan (CMP) was finalised and approved by the Infrastructure, Land and Environment Policy Board in November 2025. Delivery of the plan is now being taken forward over the next 5 years to reduce the Council's emissions in a number of service areas.
- The new route management system with in-cab technology to support the delivery of a revised waste collection re-routing programme has been successfully launched and is currently operational within Waste Services.
- A soft launch of the Sustainable Travel Scheme took place in September 2025 for Scotland's Climate Week. This included a relaunch of pool bikes at Renfrewshire House, a revised staff travel hierarchy and guidance for staff.
- A contract has been awarded for the Red Smiddy to Erskine Active Travel Route and works are well underway with the scheme scheduled to complete for Summer 2026.
- We are supporting the delivery of a regional approach to Public Electric Vehicle Charging – the project has now progressed to a formal procurement stage.



Living our Values: making a difference together



Achievements:

- Environment, Housing & Infrastructure continue to proactively support and encourage development of new ways of working where possible including the widespread use of technology, such as M365 and GIS mapping, to improve collaborative working and streamline processes.
- Robust and up to date business continuity arrangements are in place across all services and are supported with ongoing training, scenario planning and exercises.
- Work has been undertaken to complete actions identified from Audit reports (Internal Audit and External Audit) and accreditations, including maintaining British Standards ISO 9001 for identified services, have been retained.
- The Environment, Housing & Infrastructure Health and Safety Plan 2025/26 annual report and an updated Environment, Housing & Infrastructure Health & Safety Plan 2026 – 2029 will be considered by the appropriate Board in May/June 2025. Work has taken place across services throughout 2025/26 to review health and safety and risk assessments.
- A series of events were held at Underwood Road Depot in November 2025 to promote awareness of Men's Mental Health and the support available to employees. A further event focusing on health and wellbeing was held in March 2026.
- Over 40 members of staff from Environment, Housing and Infrastructure were nominated for Living our Values during 2025/26.
- A new Personal Development Plan (PDP) for employees with access to the Council's network was rolled out in 2025/26. Over 710 employees have completed this, over 92% of our networked staff, and a wide range of training identified. This will be extended to pilot a suitable approach for our frontline employees.
- Officers have developed the Fleet Asset Management Plan which maps out vehicle specifications and type to ensure existing fleet is fully maximised and meets operational requirements of services and will assist the Council to achieve its Net Zero targets.



Actions and indicators

Infrastructure, Land and Environment Policy Board
May 2026

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DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
Deliver year 1 of the £90m 10 year roads investment strategy.	March 2026		Roads and Footway resurfacing, micro-surfacing, surface dressing, and capital patching schemes have all completed. The Roads Capital programme for 2026/27 has now been finalised (including resurfacing of 61 carriageways) and coal testing for each scheme has been progressed.
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 1 of a rolling programme of roundabout improvements to systematically enhance the infrastructure.	March 2026		Year 1 of the Roundabout upgrade programme has completed. Work is progressing on a programme for year 2 of this investment strategy, with a similar number of roundabouts to be upgraded in financial year 26/27.

DELIVERING THE SERVICE IMPROVEMENT PLAN– PLACE

What we will do	Due Date	Status	Progress Update
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	November 2025		Erskine – we are working in collaboration with the Community Council and the planning service to develop a new Erskine hub adjacent to the sports centre which will become the focal point for festive lighting from 2026 onwards. There is a budget in place of £25k for 2026. Linwood – Community Council are in the process of agreeing on features and fittings for the festive lighting which will be in place from 2026.
Deliver Streetlighting Capital programme, replacing life expired streetlighting schemes in Easwald Bank Kilbarchan, Main Street Lochwinnoch, and phase 1 of North Street in Houston. Installations in Houston and Lochwinnoch villages will be sympathetic to the conservation nature of these village centres, incorporating appropriate columns and lanterns.	March 2026		Easwald bank – Fully complete Main Street Lochwinnoch – this is almost complete –we are currently in the process of removing the old redundant columns. Houston – this has still to be progressed and will be delivered in financial year 2026/27.
Complete the design for drainage and full road footway / construction for Burnbrae Road in Linwood, a vital industrial / commercial link road.	March 2026		We are about to instruct a series of testing and coring at this site to be undertaken to get an understanding of the current make up, and test for coal tar. The results of testing will determine the proposed solution
We will finalise designs for improvements to Abbey Close	March 2026		Funding now in place to progress to final design and discussion with affected parties on timetable for works to be complete.

DELIVERING THE SERVICE IMPROVEMENT PLAN— PLACE

What we will do	Due Date	Status	Progress Update
Waste Services will explore opportunities and develop a business case to design and build a packaging and recycling bulking facility within Renfrewshire.	March 2026		The business case for the design and construction of a packaging and recycling handling facility in Renfrewshire has been completed and is currently under review for approval to progress to the next stage of development.
Improvement works will be carried out at Underwood Road Depot to improve safety and security. A Depot Improvement Plan will be developed and delivered for 2025/2026.	March 2026		The Depot Improvement Plan has been developed with key actions identified to support ongoing improvement works. Key actions for 2026 have been delivered and the depot working group continue to oversee and monitor the delivery of the plan over 26/27.
Improve and simplify record keeping for the Cemetery Service. Neighbourhood Services will procure a Cemetery Management System to manage cemetery records and support mapping and billing.	December 2025		The specification and business requirement document for the Cemetery Management System is complete. Project management resource has been allocated to support the procurement and implementation process.
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.	December 2025		The Neighbourhood Services Manager is now in post and is reviewing current processes for work allocation and cyclical maintenance in preparation for procuring a fully digital end-to-end solution.

DELIVERING THE SERVICE IMPROVEMENT PLAN— PLACE

What we will do	Due Date	Status	Progress Update
Neighbourhood Services will establish a dedicated Weed Response Team focused exclusively on the removal of weeds and detritus across Renfrewshire.	July 2025		A dedicated team has been established to focus specifically on weed management. The Environmental Impact Team is now operational and delivering proactive weed management across Renfrewshire, with further plans to expand the team in 2026/27.
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.	March 2026		The solar compactor bin pilot is ongoing, with seasonal data currently being collected. The service is analysing this data to identify potential areas for improved efficiency and effectiveness.
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.	December 2025		The service is reviewing requirements for an Open Space Strategy, considering existing council strategies and gaps to ensure alignment.
Continue to invest in the renewal of Play Parks. The Play Park Renewal Programme will be delivered throughout 2025 to 2027.	March 2027		Phase 1 is underway with one play park renewal completed, two currently under construction and a further three renewals starting from April 2026. Phase 2 contracts were awarded in March 2026 for 3 play park renewals, two outdoor gyms and a BMX track. One outdoor gym has been completed and installation of the remainder will start over the next 2 – 4 months.
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.	March 2026		A temporary solution has been developed internally and is in place whilst a permanent solution for a tree asset management system is identified. This will be reviewed alongside the digital cyclical maintenance system as outlined above.

DELIVERING THE SERVICE IMPROVEMENT PLAN – PLACE

Indicator	Current Status	2023/2024		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
(Maintenance) Carriageway Condition: % of road network considered for treatment												
(i) A Class Roads		14.84%	18%	18%	18%	17%	Not measured for quarters				TBC	These are Local Government Benchmarking Framework (LGBF) Indicators. This data is published by the Improvement Service on an annual basis as part of the LGBF. These are annual LGBF Indicators and relate to financial year 2024/25. The 2025/26 data will not be published until later in 2026/early 2027.
(ii) B Class Roads		20.72	22%	25%	21%	21%	Not measured for quarters				TBC	
(iii) C Class Roads		27.63%	31%	31%	30%	30%	Not measured for quarters				TBC	
(iv) Unclassified Roads		30.98%	32%	31%	32%	32%	Not measured for quarters				TBC	
(Maintenance) Carriageway Condition: % of roads network considered for treatment Overall		28.10%	31%	33%	30%	30%	Not measured for quarters				TBC	

DELIVERING THE SERVICE IMPROVEMENT PLAN – PLACE

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
% of Statutory roads inspections categories completed on target:												
(i) Category A	✅	100%	100%	100%	100%	100%	Not measured for quarters				100%	In 2025/26, 100% of the statutory road inspections were completed for A & B and 95% for C. The three categories of statutory inspections relate to the timing of inspections and are categorised as follows: A–Undertaken during the progress of the works B–Undertaken within the six months following interim or permanent reinstatement C– undertaken within the three months preceding the end of the guarantee period. The inspection procedure is designed to enable roadwork authorities to monitor statutory undertakers (Gas, electric, and telecom etc).
(ii) Category B	✅	100%	100%	100%	100%	100%	Not measured for quarters				100%	
(iii) Category C	✅	100%	100%	100%	100%	100%	Not measured for quarters				95%	
% Pothole repairs completed within timescales	⚠️	94%	95%	Unavailable*	95%	95%	95.6%	95.8%	93.9%	92.8%	93.9%	We have only recently had the facility to run performance reports on our asset management system ‘Confirm’. As a result, we were unable to monitor pothole performance with the same level of scrutiny as previous years, for the greater part of 2025/26. This has now been resolved.

DELIVERING THE SERVICE IMPROVEMENT PLAN – ECONOMY

What we will do	Due Date	Status	Progress Update
Deliver year 1 of our new Local Transport Strategy	March 2026	✔	Report approved at the Infrastructure, Land and Environment Policy Board in November 2025.
Commencing the first year of operating the new Renfrew Bridge, the first ever opening vehicle bridge over the River Clyde.	March 2026	✔	Bridge team up and running and have successfully operated the bridge since May 2025.
We will undertake assessment of parking behaviours and identify solutions to address areas of inconsiderate parking across Renfrew, Johnstone, Erskine and Linwood	December 2027	▶	Initial desk based research concluded, initial site assessments taken place with further assessments scheduled through 2026/27. Thereafter engagement with public and business representatives.

DELIVERING THE SERVICE IMPROVEMENT PLAN – FAIR

What we will do	Due Date	Status	Progress Update
We will implement the statutory 20mph speed limit on all residential Renfrewshire streets where it is appropriate – subject to Scottish Government funding.	TBC – subject to public consultation and funding.		Concept phase complete. Transport Scotland award for next phase agreed. Detailed project scoped out and tender documents prepared for award through City of Edinburgh Council (in lieu of Scotland Excel). To prepare temporary traffic order for implementation on-street next year. Performance will be monitored for a year before the production of permanent order.
We will continue to design and implement the villages traffic calming project, including Langbank.	March 2028		Majority of Phase 1 implemented in Howwood. Amendments in Houston and Kilbarchan nearing agreement with Community Councils. Phase 2 concept designs agreed in Bishopton, Elderslie and Bridge of Weir. Detailed designs to follow. Investigations in Langbank have begun.

DELIVERING THE SERVICE IMPROVEMENT PLAN – GREEN

What we will do	Due Date	Status	Progress Update
Waste Services have procured specialist route management software with in-cab technology to support the delivery of a revised waste collection re-routing programme. A project team has been created to progress the integration and implementation of the new route management system.	July 2025		The route management system, including in-cab technology, has been implemented and is now fully operational within the service. Performance continues to be monitored, with ongoing improvements being made.
Utilising the new route management software, Waste Services will progress modelling of fully optimised collection routes.	November 2025		Due to the complexity of transferring data from the previous routing system to the new route management system, development of the new collection routes is now scheduled for late Summer/Autumn 2026.
The relaunch of the Sustainable Travel Scheme, with a particular focus on staff travel.	March 2026		A soft relaunch of the scheme took place in September for Scotland's Climate Week. This included a relaunch of pool bikes at Renfrewshire House, a revised staff travel hierarchy and guidance for staff. Work continues to develop a sustainable model for the scheme including a council wide re-charge model, other potential sites for pool cars and methods of changing travel culture. We have had initial dialogue with McGills to investigate the feasibility of some form of cheaper bus pass to support the relaunch. The project is expected to be concluded fully in September 2026.
Red Smiddy to Erskine Active Travel route, being dependant on receiving funding from Active Travel Infrastructure with decision being made in May/ June 2025.	December 2026		Contract was tendered in December and was awarded. Works are well underway with works scheduled to complete for Summer 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.	March 2030		An outline business case has been produced and submitted as a capital request to fund this programme. Ad hoc junction replacements have been done at the moments with the major traffic signalised junctions of Broomlands Street and Maxwellton Street in Paisley have been upgraded with LED traffic signal infrastructure.

DELIVERING THE SERVICE IMPROVEMENT PLAN – GREEN

What we will do	Due Date	Status	Progress Update
Support the delivery of a regional approach to Public Electric Vehicle Charging	March 2026		Led by Glasgow City Region, the project has now progressed to formal procurement stage with an invitation to participate process carried out. A new Charge Point Operator is expected to be appointed in August 2026.
Implement full recycling facilities within Renfrewshire House	March 2026		Project continues to progress with bin audit completed, and agreement between key colleagues/teams on the best approach. Suitable bins have been sourced, ready for procurement. The next steps are to plan implementation and comms with an anticipated May/June roll out.
Exploring expansion of solar PV and other renewables on council buildings including schools.	March 2026		Decision was made to prioritise BMS in year 1, as a procurement framework for solar was required to be set up in 25/26, to then be utilised in 26/27. Solar PV expansion will be a priority project in 26/27.
Development of investment grade business cases for 2 potential district heating networks. 1 Paisley central, 1 expansion of AMIDS.	Summer 2025		The Business Cases are expected to be concluded in May prior to formal submission to August ILE Board.

DELIVERING THE SERVICE IMPROVEMENT PLAN – GREEN

What we will do	Due Date	Status	Progress Update
Looking to expand Building Management Systems to reduce energy use and water use.	March 2026		The 3 rd and final phase of the project is nearing completion and is planned to be concluded over the easter break.
Develop the following strategies and plans - • Renfrewshire’s Adaptation Plan • Renfrewshire’s Circular Economy Strategy • Renfrewshire Council’s Carbon Management Plan (CMP)	March 2026		• Extensive engagement with internal and external stakeholders continues to take place to inform the draft Adaptation Plan. Once drafted, public consultation will take place over summer to inform the final plan. • It has been agreed that a local Circular Economy Plan will be developed slightly later than planned to align with National policy around Waste and Circular Economy. • The CMP was finalised and approved by ILE in November 2025. Delivery of the plan is now being taken forward over the next 5 years to reduce the Council’s emissions in a number of service areas.
Develop Climate Change Impact Assessments process across appropriate projects.	March 2026		Following the successful pilot with PMU, the CCIA is now being piloted with EH&I projects prior to Council wide roll out over the summer period.
Establish a carbon budget for Renfrewshire Council	February/March 2026		A revised approach to establishing a carbon budget was presented to the Ren Zero Focus Group in March. This approach focuses on implementing a carbon budget across 3 high consuming Council buildings in 26/27 with the aim of reducing energy demand, carbon emission and utility costs. The 3 buildings will act as a pilot prior to a wider roll out across Council buildings, if successful.

DELIVERING THE SERVICE IMPROVEMENT PLAN – GREEN

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26 Value	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value		
Street cleanliness Score - % of areas assessed as clean		89%	92%	92%	92%	92%	Not measured for quarters				Data not yet available	This is an annual target, and the cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB). This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environment Audit and Management System (LEAMS) methodology
Amount of CO2 emitted by the public vehicle fleet (tonnes)		3,118	3,000	3,180	3,000	3,000	777.56	777.50	793.10	TBC	TBC	Awaiting Q4 info.
% of the vehicle fleet which uses alternative fuels, such as electricity		30%	25%	29.7%	25%	25%	29.7%	30.1%	24.2%	29%	29%	The current fleet using alternative fuels includes 89 electric vehicles from a total fleet of 316 vehicles. In addition, there are 2 vehicles using alternative fuel.
% of bins uplifted first time		99.8%	99.8%	99.7%	99.8%	99.8%	99.5%	99.6%	99.6%	99.8%	99.6%	The percentage of bins lifted first time in 2025/26 was 99.6%. This is slightly below performance in 2024/25 which was 99.7%. However, since the introduction of the new digital system, performance has improved in Quarter 4 and has continued into the current year.
Reduce the amount of CO2 emitted from public space lighting (tonnes)		1,216	1,100	1,217	1,100	1,100	Not measured for quarters				1,053	This performance indicator is an annual indicator and not measured for quarters. Although not measured in quarters, the emissions levels are anticipated to level out year on year as the LED programme is substantially complete.

DELIVERING THE SERVICE IMPROVEMENT PLAN – GREEN

Indicator	Current Status	2024		2025		2026	Q1	Q2	Q3	Q4	2026	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
% of Household Waste Recycled		42.8%	50%	Not yet available	50%	50%	Not measured for Quarters				TBC	2025 figures should be available in October 2026 once validated by SEPA.
% of Household waste collected which is landfilled		2.6%	2%	Not yet available	2%	2%	Not measured for Quarters				TBC	2025 figures should be available in October 2026 once validated by SEPA.

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

What we will do	Due Date	Status	Progress Update
We will continue to develop and support our workforce through training and development demonstrating our value as a learning organisation.	March 2026		- The Service Development Team continue to support employees to undertake a range of training including mandatory training through toolbox talks or on i-learn as appropriate. - Training courses have included mandatory driver training, Health & Safety and specific role training such as Chainsaw operational training.
We will support wider employee health and wellbeing across Environment, Housing, Infrastructure.	March 2026		- In response to the Employee Survey 2024 to support the opportunity for more regular time and engagement between managers/ supervisors and employees a “Personal Development Plan” (PDP) for networked staff was launched. This template supports employees to reflect on achievements and challenges, agree objectives and identify training support required. 92% of network employees have recorded a PDP has taken place. - Work is ongoing to promote health and wellbeing across EHI and more front-line staff are trained as Metal Health First Aiders. Currently 38 employees within EHI are registered Mental Health First Aiders including within our operational frontline services. - An event was held at Underwood Road Depot to support Men’s Mental Health Awareness in November 2026. This was followed up with a wellbeing event, over 2 days, in March 2026. Both events were well received by employees and well attended.
We recognise that Health & Safety is an integral part of our business. We will deliver our actions outlined in the Environment, Housing & Infrastructure (EHI) Health & Safety Plan 2025 – 2028.	March 2026		- IOSH Managing Safely has been rolled out to 107 managers, supervisors and employees across EHI. An additional 19 Senior Leadership Managers undertook IOSH Leading Safely. Housing Services have progressed similar training focused more specifically on that service needs. - As part of the British Standards Institute (BSI) ISO 9001 accreditation a number of internal audits, focusing on health and safety, have been undertaken and steps taken to address any areas for improvement identified

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

What we will do	Due Date	Status	Progress Update
As part of the strategic fleet review the fleet service will develop a Fleet Asset Management Plan to map out vehicle specifications and type to ensure existing fleet is fully maximised and meets the operational requirements of services and assists the Council to achieve its Net Zero targets.	March 2026		The Fleet Asset Management Plan has been developed and is being presented to a future Infrastructure, Land and Environment Policy Board.
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.	December 2025		Implementation of the fleet management system is progressing well but timelines have extended slightly due to the requirement to integrate with the Council's new Purchase to Pay system.

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Number of workdays lost through sickness absence per full time equivalent (FTE) employee (cumulative)		14.91	13.7	15.41	13.7	13.7	3.25	3.32	4.29	3.69	14.27	The total for 25/26 is 14.27 days lost which is lower than total for 24/25 15.41 days lost.
% of Members enquiries completed within timescale by EHI		92%	85%	89.2%	85%	85%	86%	87%	88%	94%	88%	Environment, Housing & Infrastructure received 8,664 members enquiries in 2025/26, of which 88% were responded to within timescale
% of frontline resolution complaints dealt with within timescale by EHI*		85%	85%	62%	85%	85%	58%	79%	89%	90%	79%	Environment, Housing & Infrastructure received 10,601 frontline resolutions in 2025/26, of which 79% were responded to within timescale.
% of investigation complaints dealt with within timescale by EHI*		89%	85%	50%	85%	85%	45%	67%	76%	86%	67%	Environment, Housing & Infrastructure received 521 complaint investigations in 2025/26, of which 67% were responded to within timescale.
% of FOI Requests completed within timescale by EHI		100%	100%	99%	100%	100%	97%	95%	91%	96%	95%	Environment, Housing & Infrastructure dealt with 944 Freedom of Information requests in 2025/26, of which 895 (95%) were responded to within timescale. 160 of these requests were cross departmental and 784 were departmental

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Target	Value	Value	Value	Value	Value	
% of corporate induction completed within 30 days of starting employment with the Council		N/A	N/A	N/A	Not measured for quarters				N/A	This is undertaken at a service level. Although networked employees have completed the necessary mandatory training and toolbox talks are available for frontline employee's work is ongoing to establish a consistent approach to recording this to support improved monitoring.
% of mandatory training courses for frontline employees completed		N/A	N/A	N/A	Not measured for quarters				60%	60% of frontline employees have completed the required mandatory training in 2025/26. Work is ongoing to deliver toolbox talks to these employees to support this training. Work is ongoing with wider Corporate Teams to enable more accurate reporting across different employee groups.
% of mandatory training courses for employees with access to the Council's network completed		N/A	N/A	N/A	Not measured for quarters				83%	83% of employees with access to the Council's network have completed the required mandatory training in 2025/26. Work is ongoing with wider Corporate Teams to enable more accurate reporting across different employee groups.
% of Personal Development Plans completed		N/A	N/A	N/A	Not measured for quarters				92%	A new Personal Development Plan (PDP) for employees with access to the council's network was rolled out across EHI in 2025/26 to support a meaningful 1-2-1 conversation with supervisor/manager. Over 710 employees have completed this, 92% of our employees with access to the Council's network, and a wide range of training and development needs identified to support ongoing learning in line with our values. Work will be undertaken in 2026/27 to pilot a suitable approach for our frontline employees building on the work being undertaken in Soft FM with frontline employees.

DATA STRATEGY: PRIORITY ACTIVITIES

What we will do	Due Date	Status	Progress Update
Strategic: We will align service data activities with the Digital Strategy for Renfrewshire objective: <i>Data is a critical asset</i> . Ensure visibility of data activities at Directorate (Director & Head of Service Level)	March 2026		The Directorate (Director and 4 Heads of Service) regularly consider a range of data which is used to inform decision making. There is ongoing support for data activities and training to enhance this capability across Services in line with the Digital Strategy for Renfrewshire.
Skills: We will identify skills gaps (e.g. data input, data analysis) and training needs across EHI and address through our Workforce Development plan in line with the Renfrewshire Council People Strategy.	March 2026		- Information on skills gaps and training needs will be identified as part of the Personal Development Plan (PDP) currently being rolled out for networked employees and will be developed further in 2026/27. - Internal training on data analysis tools has been undertaken to support knowledge and understanding of our data.
Data Quality: We will review data quality in key business systems and processes and develop an improvement plan.	December 2025		As part of wider projects in 2025/26 data held for both the Roads Service and Waste & Recycling Service has been reviewed and the quality of data improved to support data driven decision making.
Analysis: We will further define analysis requirements to improve decision-making and build capabilities locally within services where required.	December 2025		Work is ongoing to improve how data is presented including using standard tools. Although at an early stage it is hoped this work will improve how our data is presented to Services allowing them to make more informed decisions.
ERP: We will work with Corporate Teams to promote and increase the use of standard dashboards as business as usual.	March 2026		Work continues to be undertaken to support services to ensure that the data held in the ERP is accurate. In addition, managers have been supported to use the standard dashboards available.
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.	March 2026		The Senior Service Development Manager represents EHI at the Data Advisory Group and continues to ensure that data is used collaboratively across services where possible.

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 we will do	Due Date	Status	Progress Update
EHI will work towards Keeping The Promise and support our Care Experienced Community.	March 2026		Renfrewshire Council’s Environment, Housing and Infrastructure (EHI) service—particularly Housing and Homelessness Services—plays a central role in delivering The Promise by strengthening early intervention and ensuring Care Experienced young people have safe, stable homes and supportive relationships. The service continues to develop personalised Housing Pathways that are affordable, trauma-informed and co-designed with partners, while maintaining a strong focus on preventing youth homelessness. Through early identification of risk, proactive casework and close partnership working with Children’s Services and Whole Family Wellbeing, the service aims to keep young people secure, connected and out of crisis. Housing and Homelessness Services are firmly integrated into Renfrewshire’s whole-system approach to The Promise. They actively contribute to governance structures, including the Promise Strategic Oversight Group, ensuring housing decisions support better outcomes for Care Experienced people. Culture change is also a priority, with staff encouraged to adopt compassionate, non-stigmatising language in line with Renfrewshire’s Language Policy and to engage in workforce development such as the Promise i-Learn module and the Promise Keeper Network, strengthening trauma-informed, rights-based practice. In addition, EHI contributes to wider efforts to improve life chances for Care Experienced young people through employability initiatives. This includes supporting the council’s Guaranteed Interview Scheme for Care Experienced applicants and promoting inclusive recruitment practices. Together, these actions reinforce the council’s commitment to embedding relationship-centred, rights-based approaches across services and improving long-term outcomes for Care Experienced young people.



Environment, Housing & Infrastructure

Service Improvement Plan 2025 - 28
Outturn Report
May 2026

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Renfrewshire
Council



ENVIRONMENT, HOUSING AND INFRASTRUCTURE SERVICES SERVICE IMPROVEMENT PLAN 2025-2028

Outturn Report
June 2026

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WELCOME TO OUR OUTTURN REPORT

- This update reflects progress over the last year of our Service Improvement Plan (SIP) and the following pages shine a spotlight on some great projects or practice and highlight areas where we'd like to improve or develop further.
- Our Service Improvement Plan is closely aligned to the Council Plan and each of the actions and performance indicators within the SIP are grouped under the appropriate Council Plan theme to show the linkage between what we are aiming to achieve and the corporate priorities of the Council.
- Towards the end of this document, you'll find a full update against all the actions and performance indicators we use to measure progress.
- We report on 14 performance indicators, 10 are reported quarterly and 4 reported annually.

ABOUT US

This update covers the Environment, Housing and Infrastructure service areas within the remit of Finance, Resources and Customer Services Policy Board. These are:

Facilities & Property Services covers four key service areas:

- Soft Facilities Management - cover janitorial, cleaning, catering, caretaking, housekeeping and school crossing patrollers
- Building Services – internal service provider covering compliance, repairs and maintenance for housing and public buildings
- Hard Facilities Management - responsible for overseeing compliance, repairs and maintenance in schools and public buildings, lifecycle maintenance in schools & public buildings and PPP contract management
- Technical Services is a multi-disciplinary design/consultancy team commissioned by Council departments to deliver projects, including capital works.



KEY PLANS, STRATEGIES AND REPORTS APPROVED DURING 2025/26

Local Transport
Strategy – Travel
Renfrewshire 2035

Carbon
Management Plan
2025-2030

New Assisted
Collection Service
Policy

Housing Landlord
Compliance
Policies

Renfrewshire
Strategic Housing
Investment Plan
2026 to 2031

Corporate Asset
Management
Strategy 2026 to
2030

Renfrewshire
Council Business
Continuity Policy
2025-2027

Housing Asset
Management
Strategy

Environmental
Health Business
Regulation Service
Plan 2025/2026

Many of our Business as Usual functions are determined by reports approved at board. For Environment, Housing & Infrastructure, reports are presented to different Policy Boards depending on the topic. Papers and access to video recordings of past meetings are available on the Council's website.

DELIVERING THE COUNCIL PLAN

Place: Partnership working informs the facilities management provision across new developments.

The delivery and turnaround of void properties continues to work towards returning properties to the letting pool as soon as possible.

The Strategic Property Programme across the Council estate is progressing well.



Economy: Environment, Housing & Infrastructure continue to provide apprenticeship and trainee opportunities across services, encouraging positive destinations.



Green: Renfrewshire's focus on the journey to Net Zero is supported by efforts in Facilities and Property Services through new build e.g. Passivhaus or retrofitting/future proofing the property portfolio





Achievements

- We continue to work collaboratively ensuring that all information is obtained and maintained when buildings are handed over. Officers work closely together under the same service (Facilities and Property Services).
- The Building Services Business Plan 2025/26 was completed and taken to the Finance, Resources and Customer Services Policy Board on 20 November 2025.
- Additional Lifecycle maintenance project code set up to monitor and direct spend. Meetings with BS now business as usual.
- Delivery of additional repair/compliance works and improved structure due to increased budget in 2025/26.
- Officers have worked together to review the delivery and turnaround of void properties across Renfrewshire to minimise times wherever possible to allow properties to be re-let. During 2024 to 2026,
 - Void rent loss (excluding Homeless Persons' Units) reduced from 4.45% to 2.89%
 - Void numbers reduced from 518 to 301
 - Turnaround time reduced from 50.40 to 29.48
- A large amount of data and information has been collated in relation to the Strategic Property Review, the “review” aspect will move towards the Strategic Property Programme. The Property Asset Management Strategy 2026 – 2030 is presented to this Finance, Resources and Customer Services Policy Board. This strategy assisted with the drafting of the Corporate Asset Management Strategy.



ECONOMY

Achievements

- Project Search celebrated their 10 Year Anniversary; Soft FM was awarded Project Search Mentor Award as recognition of the support offered to interns over the last 10 years.
- Soft FM has 7 Project Search Interns in roles across the service.
- Soft FM supported “Career Ready Scotland” initiative, providing a link between schools and Renfrewshire Council job opportunities.
- Of the 6 trainees, 3 secured a permanent post within Soft FM. All 6 trainees were presented with certificates for the recognised courses they successfully completed.
- In Building Services, 5 youth apprentices and 2 adult apprentices have now commenced their apprenticeship journeys. Five 4th year apprentices completed their apprenticeship and secured fulltime employment within Building Services. There is a total of 24 apprentices currently training within Building Services.
- Officers continue to work with Invest. 1 invest trainee secured a fulltime job within Building Services.



FAIR

Achievements

- A range of initiatives are in place to encourage more children to attend school meals, including:
 - Taster session for P1 children at the start of the school term
 - Taster sessions are offered to children in Primary with packed lunches
 - Promote school meals through Head Teacher comms to parents (Glow Accounts/Newsletters)
 - Meet with children/parents/Fairer Renfrewshire to discuss menu options and obtain feedback on current menu.
 - Follow up with Taster session for new menu items
- 5 school kitchens enhanced to allow partial cooking facilities to improve the quality of food being served (West PS, Williamsburgh PS, St Fergus PS, Lochwinnoch PS and Lochfield PS).
- Refurbishment of Heriot PS and Our Lady of Peace PS were completed in time for the new school term in August 2025. Kilbarchan PS and St Margaret's PS both completed in October 2025.
- £337k funding received and used to renew dining tables and ovens across the school estate.
- 8 Cobotic cleaners have been purchased and are in use across the different school since August 2025.



GREEN: LEADING RENFREWSHIRE TO NET ZERO

Achievements

- Following the successful pilot, the Climate Change Impact Assessment is now being piloted with EH&I projects prior to Council wide roll out over the summer period.



- Renfrewshire Council's Carbon Management Plan (CMP) was finalised and approved by the Infrastructure, Land and Environment Policy Board in November 2025. Delivery of the plan is now being taken forward over the next 5 years to reduce the Council's emissions in a number of service areas.



- Full recycling facilities within Renfrewshire House has progressed with bin audit completed, and best approach agreed.

- Current pilot of food waste being undertaken across Primary Schools





Achievements

- Environment, Housing & Infrastructure continue to proactively support and encourage development of new ways of working where possible including the widespread use of technology, such as M365 and GIS mapping, to improve collaborative working and streamline processes.
- Robust and up to date business continuity arrangements are in place across all services and are supported with ongoing training, scenario planning and exercises.
- Work has been undertaken to complete actions identified from Audit reports (Internal Audit and External Audit) and accreditations, including maintaining British Standards ISO 9001 for identified services, have been retained.
- The Environment, Housing & Infrastructure Health and Safety Plan 2025/26 annual report and an updated Environment, Housing & Infrastructure Health & Safety Plan 2026 – 2029 will be considered by the appropriate Board in May/June 2025. Work has taken place across services throughout 2025/26 to review health and safety and risk assessments.
- A series of events were held at Underwood Road Depot in November 2025 to promote awareness of Men's Mental Health and the support available to employees. A further event focusing on health and wellbeing was held in March 2026.
- Over 40 members of staff from Environment, Housing and Infrastructure were nominated for Living our Values during 2025/26.
- A new Personal Development Plan (PDP) for employees with access to the Council's network was rolled out in 2025/26. Over 710 employees have completed this, over 92% of our networked staff, and a wide range of training identified. This will be extended to pilot a suitable approach for our frontline employees.
- Renfrewshire Council Level 2 Food Safety course is now on iLearn.



ACTIONS AND INDICATORS

Finance, Resources and Customer Services Policy Board
June 2026

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Renfrewshire
Council

PLACE

What we will do	Due Date	Status	Progress Update
Work with colleagues to advise on facilities management requirements at new developments e.g. Paisley Grammar and the handover of upgraded properties e.g. Paisley Town Hall	31 December 2025		Officers continue to work collaboratively to ensure that all information is obtained and maintained when buildings are handed over. This includes data and the completion of the appropriate COPE form (Construction, Occupancy, Protection, Exposure). Design sprints (undertaken) and soft landings (to be undertaken) will allow teams to assess how the buildings are working in practice. With Officers now under the same Service (Facilities and Property Services), this will become business as usual. Collaboration continues with the Asset Information Managers of PGSCC, Thistle PS and Park Mains HS to ensure SIMP/Asset information is handed over in the desired format. Regular meetings with SFT continues for PGSCC, to ensure the handover process meets their needs (currently nearing completion) New enhanced senior/facilities post currently going through job evaluation process with HR. Training will be required to ensure the post fulfils the obligations as required by SFT. Enhanced PPM currently being explored for keys sites (subject to funding) FM currently working with OneRen colleagues to ensure smooth hand over of Paisley Museum.
As part of the new Department, Officers will work together to review the delivery and turnaround of void properties across Renfrewshire to minimise times, wherever possible, to allow properties to be re-let.	31 March 2026		Performance against targets for 2024–2026 is so far: • Void rent loss (excluding Homeless Persons' Units) reduced from 4.45% to 2.89% • Void numbers reduced from 518 to 301 • Turnaround time reduced from 50.40 to 29.48

PLACE

What we will do	Due Date	Status	Progress Update
Review and strategically plan both proactive planned preventative maintenance and reactive repairs to public buildings in Renfrewshire including schools	31 March 2026		Decarbonisation surveys to the 5no. schools have concluded – reports to follow (mid-late May). Information contained therein will help identify and drive future capital investment/improvement works. Currently exploring other future investment opportunities within the school estate, prioritising those properties that are condition rated C (or low B) Future works include redecoration to 2no. primary schools.
Continue to review and deliver an electronic job management and stores system.	Summer 2027		The current system, whilst functional, requires work to be undertaken by programmers that has not been able to be completed. Officers are working closely with colleagues in Housing Services in relation to the new Housing system (Housing Innovations Project) that will replace the current repairs and maintenance system.
Lead and drive the Strategic Property Review across Renfrewshire Council's estate.	31 March 2026		Officers have collated a large amount of data and information in relation to the Strategic Property Review. As such, the “review” aspect will close and move towards the Strategic Property Programme. As previously noted, buildings continue to be rationalised and the lease at 27 High Street has ended and other buildings moving towards Community Asset Transfer. The Head of Facilities and Property Services has reviewed and changed the structure of the team with a Lead Facilities Manager – Development and Strategy (Assets) and Asset Coordinator have been recruited. The structure will also be strengthened by formalising the Strategic Facilities Manager (Asset Management and Hard FM). The Property Asset Management Strategy 2026 – 2030 will be presented to the Finance, Resources and Customer Services Policy Board on 11 June 2026.

PLACE

What we will do	Due Date	Status	Progress Update
Work with Savills to produce a robust business plan that looks at the short medium and long term for Building Services.	31 March 2026		The Business Plan 2025/26 has been completed and taken to the Finance, Resources and Customer Services Policy Board on 20 November 2025. This requires to be updated on an annual basis and was driven by the Strategic Facilities Manager – Building Services.
Develop and focus on repairs and compliance - short-, medium- and long-term plan on property portfolio.	31 March 2026		New Lifecycle maintenance project code established for smaller works and will continue indefinitely. Meetings with Building Services on performance now BAU.
Continue to develop large capital projects, including schools for Renfrewshire Council.	31 March 2026		All live projects are currently on time and on budget. Working with Children's Services to develop the next set of school for the Learning Estate Strategy.
We will deliver an additional funding of 1 million on repairs and compliance within council buildings.	31 March 2026		Delivery of additional repair/compliance works and improved structure due to increased budget in 2025/26.
We will deliver a programme of pitch upgrades.	31 March 2026		Works planned for 3G pitch upgrade at Trinity HS this summer. Upgrade of Castlehead HS pitch will follow summer 2027. New pitches also proposed for 2no PPP sites – St Benedict's and Linwood HS. Feasibility studies have been carried out to 6no schools to replace red blaes surfaces. Investment plan currently being developed to ensure these pitches are phased out – options include new MUGAs and/or full tarmac solutions.
We will provide support for organisations to assist with community asset transfers.	31 March 2026		Initial investment planned at Howwood Community Centre and Lochwinnoch Pavilion. Further work packages currently being explored, however, needs to align with CAT investment opportunities. Governance paper has been presented to Infrastructure, Land and Environment Policy Board.

PLACE

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
% of Overall repairs completed within time by building services	✅	92.1%	95%	93.2%	95%	95%	93.36%	94.24%	96.83%	95.16%	95.37%	Performance improved from 93.20% in 2024/25 to 95.37% in 2025/26, meeting the 95% target. There was a steady increase across the year, peaking in Q3, showing improved delivery of repairs within target timescales.
% of Council Housing Emergency Repairs Completed	⚠️	New PI for 25/26		New PI for 25/26		99%	98.34%	98.87%	98.35%	98.32%	98.46%	25,564 emergency repairs were received in 25/26, 25,171 were completed within target. Overall completion was 98.46%.
% of compliance tasks undertaken per year –Statutory compliance for public buildings	⚠️	88%	90%	87%	90%	90%	92%	86%	84%	87%	87%	Good performance across compliance tasks within the portfolio with Officers working to meet the 90% target, however, it fell slightly below at 87%. Officers continue to review and strive to increase performance at all times with a key focus on the management of contractors.

ECONOMY

What we will do	Due Date	Status	Progress Update
Provide employment, training, and apprenticeship opportunities for identified groups of young people in Renfrewshire.	31 March 2026	✓	Project Search celebrated 10 Year Anniversary; Soft FM was awarded Project Search Mentor Award as recognition of the support offered to interns over the last 10 years. Currently, Soft FM has 7 Project Search Interns in roles across the service. In addition, Soft FM supported “Career Ready Scotland” initiative, providing a link between schools and Renfrewshire Council job opportunities. Of the 6 trainees, 3 secured a permanent post within Soft FM. The others were passed to Invest to support future employment. All 6 were presented with certificates for the recognised courses they successfully completed. Of the 6 that started in August 2025, 2 secured permanent posts within Soft FM. A further 6 started the course in February 2026. Hard FM are trying to recruit apprentice admin assistant. In Building Services, 5 youth apprentices and 2 adult apprentices continuing their apprenticeship journeys. Five 4th year apprentices completed their apprenticeship and secured fulltime employment within Building Services. There is a total of 24 apprentices currently training within Building Services and recruitment has just started for the 2026 intake. We also continue to work with Invest and have trainees within the service. 1 invest trainee secured a fulltime job within Building Services.

FAIR

What we will do	Due Date	Status	Progress Update
Work with Children's Services/pupils to improve the uptake of UFSM, FSM and paid meals in both Primary and Secondary Schools	31 March 2026		The following initiatives are in place to encourage more children to attend school meals:- • Taster session for P1 children at the start of the school term • Taster sessions are offered to children in Primary with packed lunches • Promote school meals through Head Teacher comms to parents (Glow Accounts/Newsletters) • Meet with children/parents/Fairer Renfrewshire to discuss menu options and obtain feedback on current menu. Follow up with Taster session for new menu items Pre Order App required new tills due to IT issues, being delivered March 2026, Pre Order App being rolled out to all remaining Secondary schools by June 2026. PPP – Pre Order App in St Andrews Academy and Gleniffer HS with St Benedict's HS and Linwood HS around June 2026.
Work with Children's Services to provide a healthy breakfast to school pupils where possible.	31 March 2026		On hold due to Government announcement to provide free breakfast and additional childcare for ALL Primary children from August 2027. Officers will work with Children's Services to review current Breakfast Club provision and plan for the changes in August 2027. Currently 43 breakfast clubs across Renfrewshire schools.
£1.273m capital investment from Scottish Government to continue to enhance the dining experience in schools for delivery of SCP for P6/7 pupils.	31 August 2025		5 school kitchens enhanced to allow partial cooking facilities to improve the quality of food being served. (West PS, Williamsburgh PS, St Fergus PS, Lochwinnoch PS and Lochfield PS). Manual process in place to identify SCP pupils in P6/7 who qualify for free school meal, continue to work with Scottish Government to identify ALL SCP pupils P6/7 that qualify for free school meal.

FAIR

What we will do	Due Date	Status	Progress Update
Continue to collaborate with Technical Services to implement kitchen refurbishment in 4 schools £700k one off revenue funding to improve the dining rooms across the school estate.	31 March 2026	✓	Refurbishment of Heriot PS and Our Lady of Peace PS were completed in time for the new school term in August 2025. Kilbarchan PS and St Margaret's PS both completed in October 2025. £337k funding received and was used to renew dining tables and ovens across the school estate.
Continue with Annual Survey to parents and pupils through Learning Platform and Community Groups (Fairer Renfrewshire) and Social Media.	31 March 2026	✓	Last survey sent February 2026.
Purchase Cobotics and implement a new robotics cleaning system in selected schools to improve the service provided.	31 March 2026	✓	8 Cobotic cleaners purchased and have been in use since August 2025 in schools below: Castlehead HS, Renfrew HS, Trinity HS, Park Mains HS, Gryffe HS, Johnstone HS, St James' PS, Riverbrae School.

FAIR

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
% uptake of free school meals in primary schools		52.5%	60%	60.2%	60%	60%	55.7%	56.4%	59.1%	61.2%	59.0%	The uptake for 25/26 is 59.0% which is slightly below the target of 60%.
% uptake of free school meals in secondary schools		Data Unavailable	42%	41.3%	42%	42%	35.5%	45%	45.4%	46.1%	42.5%	The uptake for 25/26 is 42.5% which is slightly above the target of 42%.

Delivering the Council Plan - GREEN

What we will do	Due Date	Status	Progress Update
Implement full recycling facilities within Renfrewshire House	March 2026	▶	Project continues to progress with bin audit completed, and agreement between key colleagues/teams on the best approach. Suitable bins have been sourced, ready for procurement. The next steps are to plan implementation and comms with an anticipated May/June roll out.
Exploring expansion of solar PV and other renewables on council buildings including schools.	March 2026	▶	Decision was made to prioritise BMS in year 1, as a procurement framework for solar was required to be set up in 25/26, to then be utilised in 26/27. Solar PV expansion will be a priority project in 26/27.
Development of investment grade business cases for 2 potential district heating networks. 1 Paisley central, 1 expansion of AMIDS.	Summer 2025	▶	The Business Cases are expected to be concluded in May prior to formal submission to August ILE Board.
Look to expand Building Management Systems to reduce energy use and water use.	March 2026	▶	The 3rd and final phase of the project is nearing completion and is planned to be concluded over the easter break.
Develop the following strategies and plans - - Renfrewshire's Adaptation Plan - Renfrewshire's Circular Economy Strategy - Renfrewshire Council's Carbon Management Plan (CMP)	March 2026	▶	- Extensive engagement with internal and external stakeholders continues to take place to inform the draft Adaptation Plan. Once drafted, public consultation will take place over summer to inform the final plan. - It has been agreed that a local Circular Economy Plan will be developed slightly later than planned to align with National policy around Waste and Circular Economy. - The CMP was finalised and approved by ILE in November 2025. Delivery of the plan is now being taken forward over the next 5 years to reduce the Council's emissions in a number of service areas.
Develop Climate Change Impact Assessments process across appropriate projects.	March 2026	▶	Following the successful pilot with PMU, the CCIA is now being piloted with EH&I projects prior to Council wide roll out over the summer period.

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

What we will do	Due Date	Status	Progress Update
We will continue to develop and support our workforce through training and development demonstrating our value as a learning organisation.	March 2026		- The Service Development Team continue to support employees to undertake a range of training including mandatory training through toolbox talks or on i-learn as appropriate. - Training courses have included mandatory driver training, Health & Safety and specific role training such as Chainsaw operational training.
We will support wider employee health and wellbeing across Environment, Housing, Infrastructure.	March 2026		- In response to the Employee Survey 2024 to support the opportunity for more regular time and engagement between managers/ supervisors and employees a “Personal Development Plan” (PDP) for networked staff was launched. This template supports employees to reflect on achievements and challenges, agree objectives and identify training support required. 92% of network employees have recorded a PDP has taken place. - Work is ongoing to promote health and wellbeing across EHI and more front-line staff are trained as Mental Health First Aiders. Currently 38 employees within EHI are registered Mental Health First Aiders including within our operational frontline services. - An event was held at Underwood Road Depot to support Men’s Mental Health Awareness in November 2026. This was followed up with a wellbeing event, over 2 days, in March 2026. Both events were well received by employees and well attended.
We recognise that Health & Safety is an integral part of our business. We will deliver our actions outlined in the Environment, Housing & Infrastructure (EHI) Health & Safety Plan 2025 – 2028.	March 2026		- IOSH Managing Safely has been rolled out to 107 managers, supervisors and employees across EHI. An additional 19 Senior Leadership Managers undertook IOSH Leading Safely. Housing Services have progressed similar training focused more specifically on that service needs. - As part of the British Standards Institute (BSI) ISO 9001 accreditation a number of internal audits, focusing on health and safety, have been undertaken and steps taken to address any areas for improvement identified.

LIVING OUR VALUES

What we will do	Due Date	Status	Progress Update
Develop and undertake a Strategic Property Review of Council operational, non-operational and surplus assets	31 March 2026		Officers have collated a large amount of data and information in relation to the Strategic Property Review. As such, the “review” aspect will close and move towards the Strategic Property Programme. As previously noted, buildings continue to be rationalised and the lease at 27 High Street has ended and other buildings moving towards Community Asset Transfer. The Head of Facilities and Property Services has reviewed and changed the structure of the team with a Lead Facilities Manager – Development and Strategy (Assets) and Asset Coordinator have been recruited. The structure will also be strengthened by formalising the Strategic Facilities Manager (Asset Management and Hard FM). The Property Asset Management Strategy 2026 – 2030 will be presented to the Finance, Resources and Customer Services Policy Board on 11 June 2026.
Continue to develop Technical Services officers' skills, and knowledge in any statutory, legislative or technical standards relevant to the industry.	An ongoing action dependent on changes to industry standards		CPD is continuously managed by registered/chartered professionals in line with their governing body (e.g ARB, RICS, MCIOB) Progress has been made on CSCS cards.
Implement an annual workplace training programme for relevant construction related graduate courses.	January 2026		In addition to replacing vocational staff that have moved on. Technical Services are developing a new structure to build staff retention and professional growth year-on-year. Engagement is underway with central belt universities and colleges to demonstrate our potential as a leading source of professional education and development for potential employees leaving university.
Develop an internal alternative to REHIS for corporate use on I Learn. Working in collaboration with EHOs and other relevant service users.	March 2026		Renfrewshire Council Level 2 Food Safety course is now on iLearn, including learning assessment.

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2023/24		2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Value	Target	Target	Value	Value	Value	Value	Value	
Average number of workdays lost through sickness absence per employee (FTE) (cumulative)		14.91	13.7	15.41	13.7	13.7	3.25	3.32	4.29	3.69	14.27	The total for 25/26 is 14.27 days lost which is lower than total for 24/25 15.41 days lost.
% of Members enquiries completed within timescale		92%	85%	89.2%	85%	85%	86%	87%	88%	94%	88%	Environment, Housing & Infrastructure received 8,664 members enquiries in 2025/26, of which 88% were responded to within timescale
% of frontline resolutions dealt with within timescale		85%	85%	62%	85%	85%	58%	79%	89%	90%	79%	Environment, Housing & Infrastructure received 10,601 frontline resolutions in 2025/26, of which 79% were responded to within timescale.
% of complaint investigation completed within timescale		89%	85%	50%	85%	85%	45%	67%	76%	86%	67%	Environment, Housing & Infrastructure received 521 complaint investigations in 2025/26, of which 67% were responded to within timescale.
% of FOI request completed within timescale		99.4%	100%	99%	100%	90%	97%	95%	91%	96%	95%	Environment, Housing & Infrastructure dealt with 944 Freedom of Information requests in 2025/26, of which 895 (95%) were responded to within timescale. 160 of these requests were cross departmental and 784 were departmental

DELIVERING THE SERVICE IMPROVEMENT PLAN – LIVING OUR VALUES

Indicator	Current Status	2024/25		2025/26	Q1	Q2	Q3	Q4	2025/26	Explanation of performance
		Value	Target	Target	Value	Value	Value	Value	Value	
% of corporate induction completed within 30 days of starting employment with the Council		N/A		TBC	Not measured for quarters				N/A	This is undertaken at a service level. Although networked employees have completed the necessary mandatory training and toolbox talks are available for frontline employee's work is ongoing to establish a consistent approach to recording this to support improved monitoring.
% of mandatory training courses for frontline employees completed		N/A		TBC	Not measured for quarters				60%	60% of frontline employees have completed the required mandatory training in 2025/26. Work is ongoing to deliver toolbox talks to these employees to support this training. Work is ongoing with wider Corporate Teams to enable more accurate reporting across different employee groups.
% of mandatory training courses for employees with access to the Council's network completed		N/A		TBC	Not measured for quarters				83%	83% of employees with access to the Council's network have completed the required mandatory training in 2025/26. Work is ongoing with wider Corporate Teams to enable more accurate reporting across different employee groups.
% of Personal Development Plans completed		N/A		TBC	Not measured for quarters				92%	A new Personal Development Plan (PDP) for employees with access to the council's network was rolled out across EHI in 2025/26 to support a meaningful 1-2-1 conversation with supervisor/manager. Over 710 employees have completed this, 92% of our employees with access to the Council's network, and a wide range of training and development needs identified to support ongoing learning in line with our values. Work will be undertaken in 2026/27 to pilot a suitable approach for our frontline employees building on the work being undertaken in Soft FM with frontline employees.

DATA STRATEGY: PRIORITY ACTIVITIES

What we will do	Due Date	Status	Progress Update
<u>Strategic:</u> We will align service data activities with the Digital Strategy for Renfrewshire objective: <i>Data is a critical asset</i> . Ensure visibility of data activities at Directorate (Director & Head of Service Level)	March 2026		The Directorate (Director and 4 Heads of Service) regularly consider a range of data which is used to inform decision making. There is ongoing support for data activities and training to enhance this capability across Services in line with the Digital Strategy for Renfrewshire.
<u>Skills:</u> We will identify skills gaps (eg data input, data analysis) and training needs across EHI and address through our Workforce Development plan in line with the Renfrewshire Council People Strategy.	March 2026		Information on skills gaps and training needs will be identified as part of the Personal Development Plan (PDP) currently being rolled out for networked employees and will be developed further in 2026/27. Internal training on data analysis tools has been undertaken to support knowledge and understanding of our data.
<u>Data Quality:</u> We will review data quality in key business systems and processes and develop an improvement plan.	December 2025		As part of wider projects in 2025/26 data held for both the Roads Service and Waste & Recycling Service has been reviewed and the quality of data improved to support data driven decision making.
<u>Analysis:</u> We will further define analysis requirements to improve decision-making and build capabilities locally within services where required.	December 2025		Work is ongoing to improve how data is presented including using standard tools. Although at an early stage it is hoped this work will improve how our data is presented to Services allowing them to make more informed decisions.
<u>ERP:</u> We will work with Corporate Teams to promote and increase the use of standard dashboards as business as usual.	March 2026		Work continues to be undertaken to support services to ensure that the data held in the ERP is accurate. In addition, managers have been supported to use the standard dashboards available.
<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.	March 2026		The Senior Service Development Manager represents EHI at the Data Advisory Group and continues to ensure that data is used collaboratively across services where possible.

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 we will do	Due Date	Status	Progress Update
EHI will work towards Keeping The Promise and support our Care Experienced Community.	March 2026		Renfrewshire Council’s Environment, Housing and Infrastructure (EHI) service—particularly Housing and Homelessness Services—plays a central role in delivering The Promise by strengthening early intervention and ensuring Care Experienced young people have safe, stable homes and supportive relationships. The service continues to develop personalised Housing Pathways that are affordable, trauma-informed and co-designed with partners, while maintaining a strong focus on preventing youth homelessness. Through early identification of risk, proactive casework and close partnership working with Children’s Services and Whole Family Wellbeing, the service aims to keep young people secure, connected and out of crisis. Housing and Homelessness Services are firmly integrated into Renfrewshire’s whole-system approach to The Promise. They actively contribute to governance structures, including the Promise Strategic Oversight Group, ensuring housing decisions support better outcomes for Care Experienced people. Culture change is also a priority, with staff encouraged to adopt compassionate, non-stigmatising language in line with Renfrewshire’s Language Policy and to engage in workforce development such as the Promise i-Learn module and the Promise Keeper Network, strengthening trauma-informed, rights-based practice. In addition, EHI contributes to wider efforts to improve life chances for Care Experienced young people through employability initiatives. This includes supporting the council’s Guaranteed Interview Scheme for Care Experienced applicants and promoting inclusive recruitment practices. Together, these actions reinforce the council’s commitment to embedding relationship-centred, rights-based approaches across services and improving long-term outcomes for Care Experienced young people.



EH1 SERVICE IMPROVEMENT PLAN 2025-28

OUTTURN REPORT
JUNE 2026

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We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**



Renfrewshire
Council