

Department of Corporate and Community Services

Deputy Chief Executive: Caroline Innes BSc (Hons)

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Date: 30 August 2019

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TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and P O'Kane.

CABINET

A meeting of the Cabinet will be held in the Council Chamber, East Renfrewshire Council Headquarters, Eastwood Park, Giffnock on **Thursday, 12 September 2019 at 10.00am.**

The agenda of business is as shown below.

Caroline Innes

C INNES

DEPUTY CHIEF EXECUTIVE

AGENDA

1. Report apologies for absence.
2. Declarations of Interest.
3. Consolidation of the Living Wage – Report by Deputy Chief Executive (copy attached, pages 3 - 6).
4. Environment Department – End-Year Performance Report 2018/19 – Report by Director of Environment (copy attached, pages 7 - 24).

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EAST RENFREWSHIRE COUNCILCABINET12 September 2019Report by Deputy Chief ExecutiveCONSOLIDATION OF THE LIVING WAGE**PURPOSE OF REPORT**

1. This report aims to update Cabinet on the national position on consolidation of the Living Wage and present options for consolidation in East Renfrewshire Council.

RECOMMENDATIONS

2. It is recommended that the Cabinet:

- (a) Acknowledge the current position with regards to the Living Wage and the pay award agreement to consolidate by March 2021;
- (b) Agrees to delegate to the Deputy Chief Executive and Head of HR and Corporate Services negotiations and engagement with the Trade Unions for implementation of the consolidated Living Wage; and
- (c) Acknowledge and support the principles of:
 - (i) maintaining incremental progression between grades where possible;
 - (ii) having no overlap between grades where changes are made;
 - (iii) introducing a model which will be robust until April 2024 based on current assumptions; and
 - (iv) introducing consolidation of Living Wage by March 2021 within known budget constraints.

BACKGROUND

3. In March 2019 the Scottish Joint Council (SJC) for Local Government Employees pay agreement covering the three year period 1 April 2018 to 31 March 2021 was agreed. This included an agreement to uplift the Scottish Local Government Living Wage (SLGLW) by the appropriate percentage uplift in each of the three years resulting in a SLGLW of £8.81, £9.07 and £9.34 respectively. The SLGLW rate will be used as the minimum pay level for all pay, including additional hours, overtime, and other allowances.

4. The Council implemented SLGLW in October 2011 by applying supplements to Grades 1 & 2, and 4 points in Grade 3 to achieve the hourly rate for the SLGLW so although implemented it is not consolidated within the pay grades. This supplement is subject to tax and NI contributions and is consolidated for pension purposes.

5. In the latest pay agreement a commitment has been made that nationally a reference group with the SJC Trade Unions will be established to oversee the process of consolidation of the SLGLW, reporting on progress to the Scottish Joint Council. All councils should aim to achieve consolidation preferably by March 2021. However it is recognised that a small number of councils may require additional time for consolidation however any such extensions will carry a final implementation date of 2022.

REPORT

6. Consolidation of the Living Wage in practice means setting the lowest Spinal Column Point (SCP) used by Scottish Local Government pay scales at the same or at the nearest higher point to the living wage, and deleting all points below this. This will then have a knock on effect to the points above this. Any change we make will unavoidably come with a cost which will place further financial pressure on the Council.

7. Approximately half of councils have already consolidated. The method of consolidation is one which will be locally agreed and it is important that we consult appropriately with the Trade Unions and explain the local approach and the impact.

LIVING WAGE CONCERNS AND APPROACH

8. A number of implications are already being seen across councils as a result of the introduction of the Living Wage. These are mainly due to the annual Living Wage increases being higher than Local Government salary increases. These implications were collated from research by the COSLA working group and are all recognised as happening in this Council.

- There is narrowing of pay differentials where we now have cleaners paid the same grade as a cleaning supervisor. We currently address this by starting the supervisor on point 4 of a Grade 3. As the living wage increases, this will become an increasingly difficult situation with the difference between the higher rates for supervisory jobs, and those they are supervising, being eroded or removed completely. This results in a direct impact on morale, motivation, recruitment and retention in these roles.
- The grade structure of the council is being compromised as the living wage is now higher than some of the lower grades in our grading structures. In most councils, the first two or three grades in their pay structures have either been overtaken in full or part by the living wage. In this council Grade 1, 2 and two thirds of Grade 3 have been overtaken by the Living Wage.
- For those paid at the bottom end of pay structures where the living wage is not consolidated, they are now on the fixed point of the living wage with no scope for the incremental progression that happens in the higher grades.
- There are recruitment issues relating to the narrowing of pay differentials.

CONSOLIDATED LIVING WAGE

9. The approaches taken by councils who have already consolidated have been considered however it is recognised that each council needs to determine which approach would work best for their specific pay and grading structure and financial situation.

10. Currently this council only uses even SCPs, every second point on the scale. This was a historical decision and was implemented as this gave an equal 3% increment between points at that time.

11. From a technical perspective and from best practice advice the aim would be to maintain the principles of incremental progression within grades where possible, have no overlap between grades and implement an option which will remain robust until at least April 2024. All modelling has been based on actual pay and SLGLW awards up to April 2020, and then forecasted an annual 3% Living Wage increase and an annual 2% LGE pay award until April 2024. However it must be acknowledged that cost is a factor and that a compromise may need to be made due to this.

12. It is proposed that consolidation is implemented for March 2021 and that the model chosen, based on the modelling assumptions made, will be robust until April 2024. It is also proposed that the model chosen will affect only grades 1 – 6 with the top points for grade 6 remaining the same. A full review of the pay and grading scheme would be extremely costly and is not possible due to the financial constraints.

13. To ensure the pay model chosen is robust a full Equality Impact Assessment will be completed by an external consultant and further checks of the pay scales will be undertaken to ensure financial probity.

14. The proposal is to engage with the Trade Unions immediately with the aim to agree a model for implementation by the end of March 2021.

15. The new HR and Payroll system is planned for implementation during the period November 2019 to March 2020 with further development into 2020/21. It is proposed that the implementation of the Living Wage consolidation takes place in March 2021 to meet the pay agreement timeline, avoid issues with new HR and Payroll system implementation and also to allow time to plan for the additional staffing costs in the budget.

FINANCE AND EFFICIENCY

16. The Head of Accountancy has included assumptions for a number of pay related matters including consolidation of the living wage in the long term budget planning process. These long term assumptions will continue to be refined on an annual basis.

IMPLICATIONS OF THE PROPOSALS

17. A full equality impact assessment will need to be completed. An external consultant independent from HR and the design of the proposed options will be used.

18. Consultation will take place with Unison, GMB and Unite to agree implementation of consolidation of the Scottish Local Government Living Wage.

19. At this stage the level of resource required to make the changes and the best time to implement is unknown as we have not transitioned to the new HR and Payroll system. The exact requirements for the implementation will be finalised nearer the time once this is known.

CONCLUSIONS

20. There is a commitment in the 2018-2021 pay agreement for all councils to aim to achieve consolidation preferably by March 2021. There is not a national position on how this should be achieved however the pay agreement did also commit for a Living Wage reference group with the SJC Trade Unions will be established to oversee the process of consolidation.

21. From a technical perspective and from best practice advice the aim is to maintain incremental progression within grades where possible, have no overlap between grades and implement an option which will remain robust until at least April 2024.

RECOMMENDATIONS

22. It is recommended that the Cabinet:

- (a) Acknowledge the current position with regards to the Living Wage and the pay award agreement to consolidate by March 2021;

- (b) Agrees to delegate to the Deputy Chief Executive and Head of HR and Corporate Services negotiations and engagement with the Trade Unions for implementation of the consolidated Living Wage; and
- (c) Acknowledge and support the principles of:
 - (v) maintaining incremental progression between grades where possible;
 - (vi) having no overlap between grades where changes are made;
 - (vii) introducing a model which will be robust until April 2024 based on current assumptions; and
 - (viii) introducing consolidation of Living Wage by March 2021 within known budget constraints.

Caroline Innes
Deputy Chief Executive

September 2019

REPORT AUTHOR

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EAST RENFREWSHIRE COUNCILCABINET12 September 2019Report by Director of EnvironmentENVIRONMENT DEPARTMENT END YEAR PERFORMANCE REPORT 2018-19**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Cabinet with a summary of the 2018/19 end year performance of the Environment Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2018-21) and the Department's Performance Report. A more detailed summary of the Department's performance is attached in Appendix 1.

RECOMMENDATIONS

2. The Cabinet is asked to approve the report of the Environment Department's performance during 2018/19.

BACKGROUND

3. This report sets out a summary of performance against the department's key performance targets for 2018/19 and updates on its contribution to the Council's strategic outcomes. A performance summary for each of the department's service areas is included in Appendix 1.

REPORT

4. The Environment Department has performed well throughout 2018/19 and has made good progress on achieving the targets and activities set out for the year. Of the 4 reported indicators in the Outcome Delivery Plan, 2 have exceeded target, 1 is a data only measure and does not have a target set and the remaining indicator is a 5 year cumulative target (additional affordable housing units) which is on track. Of the 26 reported activities in the Outcome Delivery Plan, 25 were completed and 1 was slightly behind schedule. The following provides a summary of the department's key performance highs and lows.

OutcomesBusiness engagement, Employability and City Deal

5. Throughout 2018/19 we have continued to support our local businesses and social enterprise organisations to ensure that our local economy is as successful as possible. 30 businesses were supported by Council Economic Development activity (grants, loans and advice) and this year the number of Business Gateway start-ups per 10,000 population increased to 29.28 from 17.5 (2017/18).

6. Work EastRen, Business Development and Business Gateway teams continued to support local residents and young people, including those furthest from the labour market, from unemployment into vocational training and through engagement with a wider range of partners supported 457 individuals this year through our 5 stage employability pipeline significantly exceeding our target of 266 for 2018/19.

7. Our Family Firm programme achieved a COSLA Silver Award for Achieving Better Outcomes in Partnership.

8. City Deal capital expenditure in 2018/19 was £5m, and projects have progressed well despite considerable challenges with some notable successes such as the completion of the Greenlaw Business Centre, Balgraystone Road improvements progressed through detailed design stage with contractor appointed and Aurs Road improvements due to tender during 2019.

Neighbourhood Services

9. As part of the Department's Change Programme, Cleansing, Parks, Cemeteries, Waste and Transport now come under the umbrella of Neighbourhood Services. The Services involved have managed to exceed or maintain performance during 2018/19.

10. We continued to hold the top recycling Council in Scotland as our recycling rate increased from 60.8% in 2016 to 67.1% in 2017. The 2018 figure has still to be verified, however, we remain well above the national average for household waste at 45.6%.

11. Our street cleanliness score was 94.9% showing improvement from last year of 94.4%. We continue to work with schools and community groups to improve our Citizens' Panel result for street cleaning and litter patrol (currently 53%).

12. There has been significant investment in our parks infrastructure, creating a blend of different outdoor activities for residents and visitors to access in support of wellbeing enhancement such as provision of outdoor gym equipment at 6 locations, outdoor tennis courts at Rouken Glen and Cowan and 3 locations which provide skate parks. Through Council investment and external contributions, Parks have also maintained and made improvements at Busby Spider Park, Madras Play Park and Kingston Playing Fields, all of which involved a high level of community engagement and support.

Roads

13. The Roads Service delivered a £1.66m programme of routine maintenance, a £1.4m programme of structural maintenance works as well as a capital works programme of £1.5m. The condition of A Class and unclassified roads dipped slightly in 2018/19 (17% to 17.2% and 41.3% to 44.2% respectively in terms of the percentage of the road network which should be considered for maintenance treatment) and the overall percentage of the road network requiring maintenance treatment is 39.1%.

Housing

14. We have increased the number of our homes meeting the Energy Efficiency in Scottish Social Housing rising from 72.2% to 74.4%, and are on track to meet the national target of 2020 for full compliance.

15. Gross rent arrears at 5.8% within target of 6%, however, work is continuing to mitigate the impact of Universal Credit through early intervention and specialist advice from our Welfare Reform Housing Officers.

16. The time taken to complete non-emergency repairs dipped slightly to 5.2 days from 4.8 days last year, however, subject to verification, we should remain in the top quartile.

17. In February 2019, Housing Services launched the new Homeseeker Choice Based Lettings Service for allocating homes creating a more transparent and digital process and has put the applicants in control of their housing choices. This initiative has been widely welcomed by tenants. Housing Services also completed two of the first three sites of new council housing.

Customers

18. We continued to work to improve our complaints handling procedures to ensure complaints were closed off within the required timescales. A new Senior Customer Relations Officer and a Customer Relations Officer were recruited within the department. Their focus has been analysing customer contacts aiming to reduce the number of contacts and repeat complaints and deliver complaint information sessions to teams to improve response times.

19. We have performed very well on handling complaints with responses within statutory timescales and reduced the average number of days to respond at both frontline stage (4.1 days in 2017/18 to 3.5 days in 2018/19) and investigation stage (14.8 days in 2017/18 to 12.8 days in 2018/19). There was also a 28.4% (334) reduction in the total number of complaints received within the department this year compared to last year.

Efficiencies

20. The Department's Digital Platform has commenced roll-out within Neighbourhood Services. This will bring efficiencies for staff and improved customer experience through improved customer contacts. We are continuing to work with IT on a Digital Improvement Plan to co-ordinate the implementation of digital system improvements across the department.

People

21. We continue to adhere to the Maximising Attendance Policy and monitor absence closely. On average there were 11.99 sickness absence days per employee for the Department, against a target of 11 days.

Publication of End Year Performance Information

22. The Environment Department's report will be posted on the Council's website, alongside the Council's strategic end year report and other Department's reports.

FINANCE AND EFFICIENCY

23. There are no specific financial implications arising from this report.

CONSULTATION

24. Consultation has taken place with key stakeholders, including Community Planning, to inform the output of various work streams such as placemaking, Community Benefits and City Deal (Aurs Road).

PARTNERSHIP WORKING

25. This report focuses on the Environment Department’s contribution to the delivery of the Council’s Outcome Delivery Plan. Many of the Department’s results could not have been achieved without excellent partnership working across the Council and with external partners.

IMPLICATIONS OF REPORT

26. There are no implications in terms of staffing, property, legal, IT, equalities or sustainability.

CONCLUSIONS

27. This report summarises a high level overview of the Environment Department’s performance at end year 2018/19. The information presented shows a positive picture, with good progress being made on the indicators and activities set. The Department is responding well to challenging circumstances and is continuing to deliver services efficiently and effectively.

RECOMMENDATIONS

28. The Cabinet is asked to approve the report of the Environment Department’s performance during 2018/19.

Director of Environment

Convener contact details

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(Leader of the Council)

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August 2019

Environment Department

Service Area	Gross Budget 19/20 £	Net Budget 19/20 £	FTE Staffing Equivalent
Directorate	1,979,000	1,688,000	16.4
Environment Accommodation	767,000	767,000	0
Non Operational Properties	336,000	319,000	0
Energy Management	140,000	140,000	1
Planning & Building Standards (including Outdoor Access, Country Park and Whitelee)	2,545,000	1,283,000	40.8
Economic Development and City Deal	1,902,000	1,075,000	14.8
Roads	11,328,000	10,097,000	32.8
Roads Contracting Unit	2,429,000	0	31
Parks	2,757,000	1,503,000	56.5
Prevention Services	1,289,000	1,162,000	17
Waste Management (mainly refuse disposal)	3,835,000	3,706,000	3.4
Cleansing	4,442,000	3,779,000	88.2
Vehicle Services	2,520,000	0	21.2
Other Housing	3,799,000	1,935,000	30.1
Property & Technical	2,183,000	1,153,000	39
Accommodation (support – corporate)	1,081,000	1,081,000	0
Housing Revenue Account	14,417,000	0	123.5

Environment Department – City Deal & Community Benefits 2018/19

Summary

City Deal projects continue to make sound progress in achieving City Deal objectives with the recent completion of the Greenlaw Business Centre, Balgraystone Road Improvements have progressed through detailed design & tender and site works commenced in June 2019 with completion expected December 2019. Work continues with regard to the Dams to Darnley visitor centre and the Barrhead South railway station. Many of the city deal projects involve 3rd parties such as Scottish Water and Transport Scotland. This makes those projects particularly challenging.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> • Greenlaw Business Centre - modern office building which provides 36 office suits and associated facilities was completed in March 2019. • Foundry Links - upgrade to client facilities completed and interview pods installed, improving the experience for employability clients. • New Railway Station Barrhead South - additional community and stakeholder consultation undertaken within Barrhead South Accessibility Study. • Balgraystone Road - contractor appointed, work commenced on site in June with completion expected December 2019 providing improved access to the Country Park and new homes including new Council homes. • Aurs Road - Design team appointed with detailed design progressing in cooperation with Scottish Water in respect of works to the dam wall. • Community Benefits - a number of Community Benefits have been provided across the year including 3 new jobs for local people and 4 apprenticeships. In addition, 2 fully funded pre-apprenticeship courses for students from the East Renfrewshire area were supported in partnership with Morrison Construction and Clyde College. 100% of Greenlaw Business Centre sub-contracts were awarded to Scottish companies and 80% of sub-contractors were Small to Medium sized Enterprises. • Clarkston Town Centre - series of improvement works completed focussing on pedestrian priority and the new “parklets” providing public seating in close proximity to the shops.
Efficiencies:	<ul style="list-style-type: none"> • All staff now have access to and use agile equipment.
Customers:	<ul style="list-style-type: none"> • Extensive community engagement on the proposed Dams Promenade, including school & community workshops & site visits. Barrhead accessibility study consultation, two additional exhibitions & consultation events in local venues. • Meet the Buyer events were also supported.
People:	<ul style="list-style-type: none"> • CPD supported, including Leaders for the Future, staff motivated and team now additionally staffed.

Environment Department – Roads and Transportation 2018/19

Summary

The Service delivered a £1.66m programme of routine maintenance, a £1.4m programme of structural maintenance works as well as a capital works programme of £1.5m. 2018/19 Winter season saw much less severe weather than the previous year with 4,453t of salt being used (8,491t used in 2017/18) although we were still dealing with the road repair backlog from the 17/18 Winter well into April/May 2018. Coal tar testing continues to be carried out in advance of any significant surfacing projects.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> • Condition of A class roads (% requiring attention) is 17.1% (2018/19) ranked 2nd (17% 2017/18). • Condition of B class roads improved from 31.6% last year to 29.6% requiring attention. • Condition of unclassified roads has improved from 57% which should be considered for treatment in 2010 to 44.2% in 2018. • Condition of all road network which should be considered for treatment improved from 50.1% in 2010 to 39.1% in 2018. • 27 carriageway resurfacing schemes and 6 footway schemes completed, 16,343 potholes repaired, 16,817 gullies cleaned. • Improvements to 25 bus stops and shelters including real time information display renewals, provision of raised kerbs and footway resurfacing. • 5 electric vehicle charging points installed (total of 11). • Through grant funding we delivered active travel and road safety projects to encourage active travel and reduce congestion and vehicular/pedestrian conflict around our schools.
Efficiencies:	<ul style="list-style-type: none"> • In 2018/19 753 of our 14,889 street lighting lanterns were replaced with energy efficient LEDs – 46% of our lanterns are now LEDs which give a 50% energy saving over a 25 year lifespan. Our total kWh reduced by 216,753 from 2017/18, saving £27,094 (based on electricity approx. 12.5p per kWh). • Work has begun on Route Optimisation to improve our gritting (and cleansing) routes. • Work being carried out with WDM Ltd our Asset Management system provider to update the system and enable mobile, more efficient working for our Road Inspectors.
Customers:	<ul style="list-style-type: none"> • Customer satisfaction surveys issued to residents directly affected by works continue to return a high satisfaction rate e.g. Beechwood Ave and Glasgow Rd carriageway resurfacing – 94.5% (52 out of 55 responses) and 90% (18 out of 20 responses) respectively achieved. • Continued support provided to other Council services and developers in respect of City Deal projects, planning applications and Road Construction Consents. • Good Practice guidance document to assist developers with required road design standards is now ready for consultation.
People:	<ul style="list-style-type: none"> • The service is undergoing a major service redesign involving considerable staffing changes.

Environment Department – Housing Services 2018/19

Summary

We have had continuing improvement in delivery of key services and targeted investment to improve the quality of our 2,954 homes. This year we have launched our new *Homeseeker* Choice Based Lettings Service for allocating homes creating a more transparent and digital process. We have also delivered the first new homes in our major new Council House Build programme.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> • Average of 5.2 days taken to complete non-emergency repairs (5.43 in 2016/17), • A dip in performance in rent lost from void properties from 0.9% in 2017/18, to 1.3%, and a recognition that this is an area of priority for the coming year. • An increase in the number of our homes meeting the Energy Efficiency in Scottish Social Housing rising from 72.2% last year to 74.4% at the end of 2018/19. • Completed a first year review of our Local Housing Strategy 2017-2022 with clear progress made against local priorities. • 39 units of affordable housing have been added to the housing supply this year.
Efficiencies:	<ul style="list-style-type: none"> • Increase in rent arrears from 5.0% to 5.8% 2018/19 - a result of the introduction of Universal Credit and changes to the way certain tenants pay their rent. Work is ongoing to mitigate the impacts of this including staff training, early intervention and specialist advice from our Welfare Reform Housing Officers. • Continuing improvement in delivering adaptations to tenants who require them - 274 adaptations completed in 2018/19 with 201 completed the previous year (2017/18) achieved through improved joint planning and work across teams.
Customers:	<ul style="list-style-type: none"> • Completed our biennial survey of tenants to gather views on the range of Housing services with follow up focus groups planned. • Overall satisfaction for all tenants (General Needs and Sheltered together) has increased to 85% 2018 from 82% in 2016 (Scottish Council average 83% in 2017). • Drop-in sessions at our Connor Road Young Persons Supported Accommodation have been developed as part of a wider initiative to reduce social isolation. In addition, a tenants association has been created to ensure the residents have a voice in service provision. • Completion of a programme of improvements to the common areas in the remaining 7 of our 8 sheltered complexes, with plans prepared in consultation with tenants.
People:	<ul style="list-style-type: none"> • Regular briefing sessions and toolbox talks undertaken to seek views and engage staff in the redesign of Housing Services. • Family Mediation training was provided for key staff in Housing, Social Work and Education to raise awareness of its potential use for crisis prevention for young people, with future plans for more detailed staff and service development.

Environment Department – Property and Technical Services 2018/19

Summary

During 2018/19 further improvements carried out to the Council's operational property portfolio including 2 boiler replacements, fire risk adaptations and Disability Discrimination Act (DDA) compliance works across the estate. PATS continue to ensure that buildings are kept safe for building users and open to support service delivery.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> • Replacement for Barrhead High phase 2 ground works completed. Capital value of £7.4M and DBFM revenue funded programme. • Maidenhill Primary School construction underway & on schedule to open in August (Value £15.3M). • Major maintenance capital works (£5m) such as roofing at Neilston and Giffnock Primary Schools, Legionella remedial improvements, 5 major window replacement projects kitchen and toilet improvements across the estate. • Early years provision and City Deal – ongoing • Successful project implementation for non-domestic energy efficiency framework (NDEEF) – energy efficiency measures put into 8 schools and 4 other Council properties (£930K Capital).
Efficiencies:	<ul style="list-style-type: none"> • Property Services reviewing annual maintenance and servicing contracts to produce savings (currently being monitored). • Property Services (Estates) continue to achieve 100% tenant occupancy for leased shops and industrial units. • Monitoring of the NDEEF project to ensure that £137K per annum predicted savings in energy are met. • Ongoing liaison with building responsible officers to reduce the energy waste within Council properties.
Customers:	<ul style="list-style-type: none"> • Client liaison remains a high priority with client update meetings and budget monitoring to advise on commitment and expenditure throughout the year. • The Community Empowerment Act could have an impact on Council property and service delivery. Property Services will continue to be involved in the process liaising with Community Planning and developing long term solutions for groups such as Includeme2. • Installation of defibrillators at a number of Council properties, 23 in total will be installed in public places throughout East Renfrewshire.
People:	<ul style="list-style-type: none"> • Regular CPD events were held with contractors demonstrating innovation. • Appropriate training and development for staff remains a key item.

Environment Department – Strategic Services 2018/19

Summary

The work of the team is underpinned by the Local Development Plan (LDP) which supports long term sustainable and inclusive economic growth and regeneration. Good progress has been made this year across a range of strategy and project development and implementation.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> • The adopted LDP continues to be implemented with extensive housing construction underway across the Council area, including Maidenhill, Barrhead South and North. The new Maidenhill Primary School is on target to become operational by August 2019. • LDP 2 drafted and reported to Council in June 2019. This Plan has been informed by extensive collaborative work between the Strategy Team and the Education Department and has led to a full review of the school estate which has informed the LDP2 strategy up to 2029 and beyond. • Development Contributions of £439,374.89 have been received in 2018/19. • Community benefits were delivered through contracts including Greenlaw Business Centre, Maidenhill Primary School and the Council house building schemes as well as other external contracts. • ERC is taking part in a City Region pilot of a new community benefits tracking system “Cenefits” that will aid benefits allocation, visibility, tracking and reporting.
Efficiencies:	<ul style="list-style-type: none"> • External grant funding and developers contributions continue to allow significant project delivery which compliments Locality Planning and supports placemaking on green network and play facilities. • External grant funding from Sustrans, Leader, Scottish Government and SEPA was used for project development and implementation. • We continue to investigate options for full fibre internet provision and have been in discussions with IT colleagues and service providers to identify any opportunities to enhance our Council network. The focus will be on educational establishments and our key Council sites as a priority, with other locations included where budget and technology allows it.
Customers:	<ul style="list-style-type: none"> • Embedding placemaking at the heart of community led design through a number of projects. Community engagement stimulated conversations across a range of stakeholders and informed the successful delivery of play facilities, greenspace and access improvements such as Carlibar Park, Dunterlie, Waterfoot and Neilston.
People:	<ul style="list-style-type: none"> • A new Development Officer Projects and Green Network recruited to the team. • Staff encouraged to work agile to reduce travel time and carbon footprint.

Environment Department – Strategic Services - Business Intelligence 2018/19

Summary

The Customer Relations team continues to be established along with improvements to service and complaints handling. The digital platform has commenced roll-out in 'Neighbourhood Services' and other digital service improvements are being implemented.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> ESRI (the councils geographical information system further developed with set up of the intranet ER Mapping Portal with over 60 web apps – which assists staff to access geographic information. We have undertaken staff training across most of the teams in the Environment Department including the operations teams with information gathering and presentation, including 'story maps' to present information in an attractive format.
Efficiencies:	<ul style="list-style-type: none"> The Department's Digital Platform (ESB) which digitises our workflow has commenced roll-out within 'Neighbourhood Services'. This will bring efficiencies for staff and improved customer experience e.g. through improved customer contacts. IDOX back-office systems for Planning and Building Standards have been updated to latest versions. Enhanced access to information for the Roads Service has been implemented. Environmental Health and Trading Standards have assisted in undertaking a system health-check and in rolling-out improved use of the system. Working with ICT on a Digital Improvement Plan to co-ordinate the implementation of digital system improvements across the Department.
Customers:	<ul style="list-style-type: none"> A Customer Relations Officer has been appointed to provide focused assistance and a pilot project to Neighbourhood Services customer relations with a view to roll-out across the Department due course. Regular meetings are held with Neighbourhood Services Support Managers to manage and co-ordinate customer contacts. The team undertook an analysis of 5 years of customer complaints and have been working on solutions to the identified issues, including:- reducing timescales of responses; providing complaint response training; reducing repeat customer complaints; ensuring complaints are handled correctly; keeping customers informed and answering customer enquiries at the first point of contact where possible. In 2018/19 we saw a reduced number of complaints - 36% (203) reduction in Neighbourhood Services and 28% (843) reduction across the Department.
People:	<ul style="list-style-type: none"> How Good Is Our Service (HGIOS) self-evaluations completed for each service within the Department and the Department self-evaluation, and follow-on actions are in place. Staff trained in the use of Business Objects, Meritec ESB and ESRI GIS through identified training in PRDs.

Environment Department - Business Development and Employability Support 2018/19

Summary

Employability and business development targets largely exceeded. The Work EastRen, Business Development and Business Gateway teams are continuing to support local residents and young people from unemployment into vocational training and employment through joined up support and working with a wider range of partners along with marketing/brand awareness campaigns.

Performance

Outcomes:	<p>Outcome 2</p> <ul style="list-style-type: none"> • 30 businesses supported by Council Economic Development activity. • 13% (192) of unemployed people have been assisted into work from Council operated/funded employability programmes - slightly below end-year target of 14% (ranked 13th 2017/18). • Number of Business Gateway start-ups per 10,000 population increased from 17.5 (17/18) to 29.28 (18/19). • Family Firm programme achieved COSLA Silver Award for <i>Achieving better Outcomes in Partnership</i> (last 15 out of 240 applications).
Efficiencies:	<ul style="list-style-type: none"> • Closer working links between Strategic Services, Chamber of Commerce, BIDS and Scottish Enterprise, quarterly meetings held to promote business growth and range of business programmes. • Business Development and Work EastRen now part of Strategic Services. Staff continue to work agile, enabling staff to work in other buildings such as Barrhead and Spiersbridge, making better use of their time and reduce travel time.
Customers:	<ul style="list-style-type: none"> • 3 employer events held. Work EastRen have also been engaging with a wider range of partners to promote services including ongoing pre-employability support and accredited training to the Syrian community. Increased outreach work in Dunterlie, Auchenback and Neilston. • Wider range of employability services to meet local need and changing socio-economic factors – health barriers, NEET and those furthest from the labour market. • Secured further funding for Poverty and Social inclusion programme (£890,000) – more holistic approach to reducing poverty, including child poverty. Financial inclusion, income maximisation, fuel poverty and pre-employability interventions. • Annual employability awards were held in November 2018. • No One Left Behind programme – more joined up and person centred <i>approach to tackling inequalities</i>.
People:	<ul style="list-style-type: none"> • PRD's carried out for all staff. • Ongoing equalities training – LGBT and MAPPA (Multi Agency Public Protection Arrangements).

Environment Department – Neighbourhood Services 2018/19

Summary

As part of the departmental change programme, Cleansing, Parks and Transport have merged together and are now known as Neighbourhood Services. Through the redesign the services involved have managed to exceed or maintain previous high standards.

Performance

Outcomes:	<p>Outcome 2</p> <ul style="list-style-type: none"> Significant investment in our parks infrastructure in support of wellbeing enhancement including; provision of outdoor gym equipment at 6 locations, outdoor tennis courts at Rouken Glen and Cowan and 3 locations which provide skate parks. <p>Outcome 3</p> <ul style="list-style-type: none"> Percentage of total household waste that is recycled – 67.1% in 2017 (ranked 1st Scotland) Street Cleanliness Score improved to 94.9% from 94.4%. Just under 1 million visitors to Rouken Glen Park, which continues to hold Green Flag Status, as well as a Four Star Visit Scotland Rating.
Efficiencies:	<ul style="list-style-type: none"> Piloting digital technology for fly-tipping and In-cab technology to minimise emissions and carbon footprint via route optimisation solutions. Closely working with vehicle user group to provide fit for purpose solutions within Capital Fleet Replacement and continuing to successfully maintain the Council's O Licence. Pro-actively pursuing external funding opportunities in order to improve our parks and open space areas. The multi-skilling of the workforce will generate efficiencies from the ability to deploy labour as an appropriate alternative to relying on overtime and agency personnel.
Customers:	<ul style="list-style-type: none"> 83% Citizens' Panel members rated our Parks and refuse collection as good/very good. New process of customer complaints co-ordination working successfully, there was a 36% (203 complaints) reduction in the number of complaints received in 2018/19. Increases in the level of community engagement and support via the participatory budget exercises to bring forward improvements not only to maintain and repair but also to develop a high standard of facilities including Spider Park at Busby, Madras Play Park and Kingston Playing Fields. In addition, ERC has invested £2 million in support of parks infrastructure improvements.
People:	<ul style="list-style-type: none"> The new integrated neighbourhood services model aims to establish a modern, fit for purpose workforce. This will come in part from investment and multi-skilling and development of our workforce. There is a focus on increasing the digital skill level and ability of all our workforce in support of meeting the Council's ambition of being a Digital Council by 2020. Improvements in the level of communications and engagement activity in respect of the change programme. Development of close working relationships with key partners across the Council to enhance our workforce opportunities.

Environment Department – Environmental Health 2018/19

Summary

Environmental Health continues engaging with the community to a greater and greater degree on matters relating to food hygiene, noise nuisance, pest control, air pollution and contaminated land, whilst still carrying out their traditional enforcement role.

Performance

Outcomes:	<p>Outcome 4</p> <ul style="list-style-type: none"> • 100% record in relation to food hygiene / food standards inspection performance indicators - the only Local Authority to sustain the standard for 10+ years. • Ensuring compliance with Government standards on water security and provision of private water supply grants when necessary. • Liaison with health colleagues & others to ensure that residential properties do not fall below the minimum tolerable standards and taking action where appropriate.
Efficiencies:	<ul style="list-style-type: none"> • Audit of working processes to identify where methods or reporting practices can be digitised or made more efficient. • Streamlining our database and IDOX / Uniform systems to improve resilience and accuracy of data. • Ranked 1st for cost of environmental health per 1,000 population £6,849 in 2017/18, well below national average £15,496.
Customers:	<ul style="list-style-type: none"> • Air Quality - Seven primaries in Newton Mearns and Barrhead (>2,500 pupils) are part of an initiative which gave the schools air monitors to allow measurements of nitrogen dioxide to be taken during drop-off and pick-up times. Environmental Health team also attended assemblies at each school to highlight the effect that engine idling, poor parking, congestion and general traffic is having on local air quality around the school gates. • New / stricter boarding kennel licensing requirements to ensure a high standard of care for pets. • Twitter information clip on allergens. • Continued support given to Legal Services, Police Scotland & the Licensed Trade by Licensing Standards Officer. • Ongoing Environment Department focussed health and safety assessments and delivery of Safe Systems of Work, training etc across the Department by Technical and Safety Officer.
People:	<ul style="list-style-type: none"> • Staff changes - new permanent Senior EHO and a permanent EHO. • New Senior EHO has significant experience and event safety. The Council's ability to manage the music event planned for August at Rouken Glen Park will benefit from this.

Environment Department – Trading Standards & Prevention Services 2018/19

Summary

Trading Standards together with Environmental Health continue to support families with vulnerable relatives to remain living at home in a safe environment, protect the public from rogue traders, ensure that our food producers, stores and restaurants have high hygiene standards and ensure that statutory regulations are followed. The relevant Prevention functions carried out by the Prevention Team are now integrated within the above services.

Performance

Outcomes:	<p>Outcome 4</p> <ul style="list-style-type: none"> • 68 Scam Awareness / Prevention events were organised for residents and staff and a debate raised in Scottish Parliament. • Assisted Age Scotland to Produce a Scam Prevention Toolkit for families affected by dementia. • 885 “safeguarding packages” in place to protect vulnerable residents blocking over 650,000 nuisance calls and reducing loss. • Safeguarding packages estimated to have prevented 724 scams with savings of £2.5m a spend save ratio of 61:1 • We are establishing partnership projects with Police Scotland, Banks and increasing local business advice. • No retailers sold cigarettes or vaping products to our under 18 covert test purchasers. We continue to test Challenge 25. • A new Safety at Home pack has been created to keep our children safe in the home. • 1,255 Children were trained to cycle safely via Bikeability.
Efficiencies:	<ul style="list-style-type: none"> • Restructure of Trading Standards / Prevention Team contributed in excess of £50K to Environment's savings target.
Customers:	<ul style="list-style-type: none"> • Scam Prevention Packages - 100% agreed the Confidence at Home Package and Call Blocker helped them to stay safe and independent at home. • Ongoing liaison with Police Scotland, Trading Standards Scotland and others such as banks to reduce the incidence and risk of fraud. • Civil Advice - Trading Standards continue to provide quality advice to consumers and businesses within East Renfrewshire. • Switch & Save - Partnering with ERC's Money Advice and Rights Team (MART) and Citrus Energy, referring vulnerable clients for help to reduce home energy bills.
People:	<ul style="list-style-type: none"> • The Prevention Team and Trading Standards functions are now integrated fostering closer working arrangements and enhancing consumer protection in East Renfrewshire. • New Senior Trading Standards Officer starting June 2019.

Environment Department – Development Management 2018/19

Summary

Various projects remain on track and continue to be constructed on site, including LDP residential sites such as Cala / Taylor Wimpey, David Wilson Homes at Maidenhill and Miller at Barrhead South. Planning applications for the Council's Early Years programme have been approved and applications for City Deal and the Strategic Housing Investment Plan implementation are being processed. The Scottish Government consultation on a new Planning Bill remains ongoing, however, it is clear that there will be significant cost implications for providing a development management service and considerable changes to procedures.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> • Performance has improved over the period with the backlog of applications to be decided significantly reduced. • Percentage of all applications decided within target period (target 75%) from 27% in April 2018 to 71% in March 2019. The target of 75% was met or exceeded during 5 of these months (September 2018 to January 2019 inclusive). • Ongoing work with the e-planning to ensure that Planning Officers have access to all ITC requirements on site.
Efficiencies:	<ul style="list-style-type: none"> • The provision and take up of electronic services continues to grow - 78% planning applications received online in 2018/19 (66% 2017/18). • Full professional staff complement now in place following service redesign.
Customers:	<ul style="list-style-type: none"> • Planning applications for the Early Years nursery provision have been determined. • Discussions continue with a number of developers on the delivery of a number of key housing and retail / leisure proposals including the delivery of 700 affordable homes across the authority over the next five years and to fulfil the commitment set out in the Council's Strategic Housing Investment Plan (SHIP 2018/19-2022/23). • Discussions with Communications have been carried out on the redesign of the appropriate website pages. • Informal training offered to agents / architects to ensure that they can use the portal to upload submissions etc.
People:	<ul style="list-style-type: none"> • Competition from other Councils for limited professional staff resources so a risk that we may lose staff. • Where required for professional registration, staff must be able to demonstrate they have completed CPD and all planners either have or are working towards their professional qualifications.

Environment Department – Building Standards 2018/19

Summary

The Scottish Government’s scrutiny of the funding for building standards and verification processes and procedures within local authorities remains high. There continues to be a high number of building warrants processed which reflects the desire of residents in particular to extend and improve their homes rather than move house. In addition, the on-site development of the LDP residential sites is adding to the workload.

Performance

Outcomes:	<p>Outcome 3</p> <ul style="list-style-type: none"> Percentage of Building Warrants assessed within 20 days (target 90%) - 69% April 2018 97% in March 2019. Percentage of Building Warrants assessed within 15 days (target 90%) - 34% April 2018 74% in March 2019. Percentage Building Warrants online (In-house target 65%) – 74% 2018/19 aiming for 85% in 2019/20.
Efficiencies:	<ul style="list-style-type: none"> Percentage of plans submitted online currently 74%. All agents have been advised that we are seeking a higher target for online submission. Officers can access plans etc remotely, however, discussions are ongoing with IT and e-planning to enable Officers to work fully agile.
Customers:	<ul style="list-style-type: none"> Customer satisfaction rate is 8.3 out of 10 and we continue to exceed Government guidance of 7.5 out of 10 (Scottish average is 7 out of 10 and the Clyde Valley groups rating is 6.7 out of 10). Construction activity remains high with various new build housing developments being undertaken throughout the area, mainly at Maidenhill, Barrhead and Neilston along with the new Maidenhill Primary School. Ongoing discussions with Architects on applications for 5 new nursery schools to assist in the delivery of the Early Years nursery provision.
People:	<ul style="list-style-type: none"> Appropriate training and development for staff remains a key item. Regular CPD events are online or through external and in-house learning.

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