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EAST RENFREWSHIRE COUNCIL

<u>CABINET</u>

30 August 2018

Report by Director of Environment

ENVIRONMENT DEPARTMENT END YEAR PERFORMANCE REPORT 2017-18

PURPOSE OF REPORT

1. The purpose of this report is to provide the Cabinet with a summary of performance for the Environment Department during 2017/18. A more detailed summary of the Department's performance is contained within Appendix 1 to this report.

RECOMMENDATION

2. The Cabinet is asked to approve the report of the Environment Department's performance during 2017/18.

BACKGROUND

3. This report sets out a summary of performance within the Environment Department for 2017/18. The information in the Appendix is arranged by service within the Environment Department. In total there are 148 reported performance measures; 98 indicators and 50 activities. Indicators are measures with set targets based on trend information which allows for tracking and reviewing performance and activities are tasks that have a deadline date for completion.

REPORT

4. The Environment Department has performed well throughout 2017/18 and has made good progress on achieving the targets and activities set out for the year. Of the 98 reported indicators, 44 have been achieved (green); 9 are close to the target (amber) and only 7 are below target (red). The remaining 38 indicators are data only measures and do not have targets set, or do not have 2017/18 information available yet. Of the 50 reported activities, 44 were completed or are on track and 6 are behind schedule. The following provides a summary of the department's key performance highs and lows, with more detail contained in Appendix 1.

Outcomes

Economy, Employability and Regeneration

5. Throughout 2017/18 we have continued to support our local businesses and social enterprise organisations to ensure that our local economy is as successful as possible. The Business Loan Scotland programme was launched this year to support business growth in addition to 4 other main grant programmes to provide targeted support to businesses. This year 33 grants were made, which allowed a total investment of £67,500 into businesses in East Renfrewshire.

6. 603 individuals received support through our 5 stage employability pipeline significantly exceeding our target of 400 for 2017/18.

7. The number of claimants in receipt of out of work benefits (per 10,000 of the working population) and the number of job seekers aged between 16-24 years decreased this year, exceeding our targets.

8. City Deal projects are progressing with some notable successes such as the approval and site start of the Greenlaw Business Centre. Some projects have not proceeded to plan, largely due to events outwith our control and involving third parties. A full report regarding all schemes will be submitted to the Cabinet in the near future.

Environmental Services and Roads

9. Our recycling rate increased from 56.4% in 2015 to 60.8% in 2016 which ranked The Council 1st in Scotland and the first Scottish Council to achieve 60% recycling rate for household waste.

10. Our street cleanliness score remains high with 94.9% of streets classified as clean. In addition, we continue to run a number of educational events each year to encourage recycling and waste minimisation and we remain in the top quartile for cost of street cleaning (per 1,000 population).

11. The Parks Service completed a range of projects on time and on budget during the year with improvements made to Cowan Park, Crookfur Playing Fields and Kingston Park.

12. We continue to provide inspections, test purchases and campaigns to help make the lives of our residents better. In 2017/18 we inspected 624 premises with 97.4% achieving a "pass" status under the Food Hygiene Information Scheme.

13. Our successful Bikeability programme has increased its scope - all 23 primary schools in East Renfrewshire delivered Bikeability to P6 pupils, partnered several schools and are at the forefront in the delivery of Bikeability Level 3 and in 2017/18 45.3% of pupils (in full-time education at school) main method of travel to school was by walking or cycling. In addition, a range of active travel proposals were developed for Clarkston, Netherlee and Waterfoot.

14. The percentage of the overall road network requiring maintenance treatment has remained at 39.2%, exceeding the 2015/16 target. The condition of A Class roads has improved from 18.8% in 2015/16 to 16.3% in 2016/17, with ERC ranked 1st.

Housing and Property Services

15. We have increased the number of our homes meeting the Energy Efficiency in Scottish Social Housing rising from 66% last year to 72.2%, and are on track to meet the national target of 2020 for full compliance.

16. We completed a programme of planned maintenance that has ensured all Council dwellings maintain the Scottish Housing Quality Standard (SHQS).

17. The time taken to complete non-emergency housing repairs continues to improve reducing from 5.4 days (2016/17) to 4.8 days (2017/18).

18. We delivered major capital projects including the completion of the Faith School Joint Campus and Auchenback Family Centre. Other major projects underway include Maidenhill Primary School.

Customers

19. We continued to work to improve our complaints handling procedures to ensure complaints were closed off within the required timescales. We were within target for the average time taken to respond to stage 1 and stage 2 complaints during 2017/18. There was also a reduction in the total number of complaints received this year compared to last year.

Efficiencies

20. The Department has a number of projects in place to improve efficiency both within the Department and for our customers. 66% of planning applications received during 2017/18 were submitted online, an increase from 59% the previous year. In addition, there was an increase in the number of Building Warrants received online at 59% (42% 2016/17).

21. The design and development of the Departments Digital Platform is progressing, which will improve the digital service provision for our customers.

People

22. We continue to adhere to the Maximising Attendance Policy and monitor absence closely. On average there were 11.58 sickness absence days per employee, against a target of 11 days. There is therefore room for further improvement in this area.

Publication of End Year Performance Information

23. 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

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

CONSULTATION

25. There have been numerous service led customer engagement events throughout the year such as public drop in events (City Deal projects), Meet the Buyer (Community Benefits) and project development discussions between the Greenspace team and Community Groups/Community Councils in collaboration with the Community Planning team.

26. Citizen Space consultations were carried out by Housing into Choice Based Lettings and Roads "East Ren Decides: Roads" as part of a participatory budgeting exercise. In terms of community engagement, the Roads consultation received one of the highest response rates.

PARTNERSHIP WORKING

27. 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

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

CONCLUSIONS

29. This report summarises a high level overview of the Environment Department's performance at end year 2017/18. 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.

RECOMMENDATION

30. The Cabinet is asked to approve the report of the Environment Department's performance during 2017/18.

Director of Environment

Convener contact details

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August 2018

BACKGROUND PAPERS

- Outcome Delivery Plan 2017-20
- Environment Department End Year Performance Report 2017-18
- Strategic Mid Year Performance Report 2017-18
- Environment Department Mid Year Performance Report 2017-18

Environment Department – Planning 2017/18

Summary

During 2017/18, the Service has been subject to significant change as part of the Department's new operating model. Performance figures have been lower this year as a result of reduced staff and continual high workload due to an increasing number of applications for developments, a number of very complex recommendations to the Planning Applications Committee and a Judicial Review.

Outcomes:	 Planning contribution: Outcome 3 Adopted LDP includes sites for range of uses including residential, business town centres as well as wider infrastructural development supported through the Glasgow and Clyde Valley City Deal. Policies included in the adopted LDP to support and secure additional investment in our visitor economy 310 Ranger led events were successfully run and well supported throughout 17/18, with over 4,000 attendees Policies are in place within the adopted LDP which seek to protect, enhance and provide guidance on the provision of greenspace and infrastructure within development sites and beyond.
Efficiencies:	 Cost per Planning Application - £4,044.00 (16/17) ERC ranked 15th, down from 18th (15/16) Average time (weeks) per Commercial Planning Application – 6.5 (16/17) ERC ranked 3rd compared to 7.5 (15/16) The provision and take-up of electronic services continues to grow - 66% planning applications received online, increased from 59% 16/17 31% payments received online for planning applications
Customers:	 70% of Citizen's Panel respondents rated the Planning (& Building Standards) services as 'good' or 'very good 72.3% of all complaints received were responded to within target Quality information, design advice and policies available online for the public to view/download to assist with planning applications
People:	Performance Development Reviews carried out for all staff

Environment Department – Building Standards 2017/18

Summary

The number, value and complexity of applications continued to rise. The major housebuilding sites at Maidenhill has had an impact on workload and will continue in the coming years. The increased value of construction work which has been assessed and inspected is estimated to have an overall value of around £262m.

Outcomes:	Building Standards support: Outcome 3 - Assisted the delivery of major Council projects such as housebuilding sites at Maidenhill.
Efficiencies:	 The national eBuilding Standards portal was launched last year and the number of warrants submitted online increased from 42% in 2016/17 to 59% in 2017/18 Online payments for warrants also increased from 22% to 31% this year 100% Economic Development Building Warrants fast tracked through the Building Warrant application process % of first reports for Building Warrants completed within 20 days was below target due to an increase in the number of warrant applications and a number of unforeseen circumstances arising from major building standards inquiries including the Cole Report and report into the Grenfell fire.
Customers:	 70% of Citizen's Panel respondents rated the Building Standards (& Planning) services as 'good' or 'very good' Overall satisfaction with the Service was rated 8.3/10 and meeting customer expectations was 8.2/10 (both above the Scottish average 6.7) Surveyors work agile, with a duty surveyor available for phone calls and drop ins on a rota basis
People:	 Performance Development Reviews carried out for all staff New management arrangements following Service Redesign

Environment Department – City Deal & Community Benefits 2017/18

Summary

City Deal projects have progressed well with some notable successes such as the approval and site start of the City Deal funded Greenlaw Business Centre, however, some projects have not proceeded to plan, mainly due to external factors out with our control, and recovery plans have been put in place to remedy this.

Outcomes:	City Deal and Community Benefits contribution: Outcome 2
	 Providing customised training for companies' needs linking opportunities with local and regional opportunities – via the CPP Employability Pipeline programme Work EastRen has provided a wide range of training courses linked to the City Deal Region Skills Investment Plan. Delivering City Deal Employability Programme – annual targets achieved, ERC continues to be one of the highest programme performers. Outcome 3 Ensuring City Deal projects completed on time and within budget – 70% - Greenlaw Business Centre under construction, Foundry Links project also on site. Balgraystone Road being prepared for retender after being returned over budget and no contract could be awarded. Sites created to provide employment opportunities – Crossmill Business Units complete and now occupied. Fulfilment Town Centre Action Plans – Significant work completed in Clarkston and will continue into 2018/19.
Efficiencies:	 Community Benefit (CB) clauses written into 20 ERC contracts for works and services and Voluntary CBs were offered by 12 additional companies operating in the area Headline CBs agreed include 5 entry level jobs, 3 new apprenticeships and £9,000 towards community initiative.
Customers:	 Drop in events held at The Avenue and The Foundry for the public outlining the City Deal projects, Transportation projects and the Wake Park proposal. Meet the Buyer events held including a number of successful school projects (Community Benefits).
People:	 Performance Development Reviews carried out for all staff CPD supported

Environment Department Regeneration, business engagement and employability support 2017/18

Summary

Significant progress has been achieved in our employability and business development targets in 2017/18.

Outcomes:	Regeneration, business engagement & employability support contribution: Outcome 2
	Unemployed and inactive participants with multiple barriers receiving
	support through our 5 stage pipeline – exceeded target, 603 individuals
	supported.
	Percentage of unemployed people assisted into work from Council
	operated/funded employability programmes – Target met. Work EastRen
	team continue to provide a wide range of training courses linking to the
	identified predicted growth areas. The Working Matters programme is one of
	the best performers in Glasgow and Clyde Valley City Deal programmes in
	terms of job outcomes and positive outcomes for hard to reach clients.
	Outcome 3
	Businesses growing after receiving support from Council operated/funded
	business development programmes – The Business Loan Scotland programme
	was launched which can provide max. of £100,000 to SMEs to support
	business growth.
	4 main grant programmes launched this year to provide targeted support to
	businesses
	 33 grants were made, which allowed total investment of £67,512 into
	businesses in East Renfrewshire
	 Number of new business starts – 370, exceeded target of 350
	Business survival rate – 345, exceeded target of 320
Efficiencies:	Increased our marketing and communication activity around employability
	and support; website further developed and ongoing implementation of
	Communication Strategy and developed new social media materials including case studies.
	• Teams work agile, enabling staff to work in other buildings
Customers:	• 5 employer events held and 2 employer skills surveys carried out.
	 Work EastRen engaged with a wider range of partners to promote services
	including pre-employability support to Syrian community.
People:	Performance Development Reviews carried out for all staff
	CPD supported through HM Treasury 5 Case Business Model training.
	Ongoing equalities training.

Environment Department – Housing Services 2017/18

Summary

This year we have undertaken development of an ambitious 5 year Local Housing Strategy – "People.Homes.Brighter Futures" (2017-2022) and have commenced our major new Council House Build programme. Looking ahead, joint working with other key services on prevention and early intervention and refocused advice and housing allocation services will allow us to enhance digital services to customers.

Outcomes:	Housing Services contribution:
Outcomes.	-
	 Outcome 3 Additional units brought into affordable housing supply – no additional units added 2017/18, we exceeded the cumulative target of 150 units from 2012-2017 with a total of 238 units. We met our commitment to improving Council properties to ensure they meet the Scottish Quality Standard.
Efficiencies:	 An increase in the number of our homes meeting the Energy Efficiency in Scotland Social Housing rising from 66% last year to 72.2% and on track to meet the national target of 2020 for full compliance. 4.77 days to complete non-emergency repairs in 17/18, reduced from 5.4 days 16/17. Performance in rent lost from void properties has been sustained around the Scottish average 0.9%, but work for the coming year will tackle improvements in time to relet and in the lettable standard for void properties. In 2017/18, 315 new heating systems were installed in our properties to improve efficiency and affordability of warmth for tenants, with an investment of £0.756m, and tenants saving around £200 per year on heating bills.
Customers:	 Satisfaction levels with the quality of the temporary accommodation and related service to homeless households remained at 100%. Drop-in sessions at our Connor Road Young Persons Supported Accommodation have been developed as part of a wider initiative to reduce social isolation and ensure residents can get to know their neighbours. We further surveyed customers whose views on our services were unclear to better understand improvements they feel we need to make to the service as a whole. As a result, plans for the coming year include improving our enquiry response times and keeping customers better informed.
People:	 Introduction of protected time for development for staff in response to feedback via our How Good is Our Service evaluation 2016/17. This has been used by staff to undertake professional housing qualifications; online training through the Atomic learning portal; and for shadowing/coaching opportunities to assist career development. Sounding board comprising key staff involved in creating and managing tenancies, has been used to ensure their direct input into service development projects – this year specifically in relation to the <i>"Homeseeker"</i> Housing Allocations service.

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Environment Department – Strategic Services 2017/18

Summary

An essential step this year was the development of the Strategic Services function within the department. The Strategy and Business Intelligence teams lead on the preparation and delivery of the Local Development Plan and other Departmental Strategies alongside the management of information management functions including information analysis, business intelligence and digital services for the department.

Outcomes:	 Strategic Services contribution: Outcome 3 Policies are in place within the adopted LDP which provide a framework for the growth and development of East Renfrewshire up to 2025 and beyond Policies included in the adopted LDP to support the future economic, social and environmental future of the area Provide a generous and flexible housing land supply Town centres which can adapt to change and strong neighbourhood centres which support local retailing A flexible approach to sustainable economic growth to meet the development needs of the various employment sectors Seek to protect, enhance and provide guidance on the provision of greenspace and infrastructure within the development sites and beyond Policies included in the adopted LDP to support and secure additional investment in our visitor economy
Efficiencies:	 The new corporate Geographical Information System (ESRI) has been installed. Work is progressing on its set-up and roll-out across the Council. Progressing well with the design and development of the department's Digital Platform, beginning with Cleansing, Waste and Parks Services before rolling out across the department.
Customers:	 Engagement events held between the Greenspace team and Community Groups/Community Councils to allow well informed project development Business Intelligence team advises and supports services on improving information quality and accessibility and point of contact for advice and guidance for Managers e.g. service planning and self-evaluations. Four Member training events were undertaken in 2017/18 following the Local Government elections
People:	The Strategy Teams have only been in post since November 2017 – working towards completing PRDs for all team members

Environment Department – Property and Technical Services 2017/18

Summary

Further improvements carried out to the Council's operational property portfolio. PATS continue to ensure that buildings are kept safe for building users and open to support service delivery.

Outcomes:	 Property and Technical Services support: Outcome 1 Early Years provision supported and delivered major projects such as Auchenback Family Centre (£4.5m) Outcome 3 City Deal – Estates provision for land deals
	 Assisting in the investment programme to reduce energy consumption in our buildings.
Efficiencies:	 Assets are efficiently managed 83.3% of operational buildings are suitable for their current use, up from 80.7% (16/17) With the successful completion of Faith School Joint Campus (17.46m), new Auchenback Family Centre (£4.5m), major improvement to Crookfur Primary School (£8.9m) and 115 operational properties we ensured an overall property condition grading of 83.6% (80.2% 16/17). Info at Work now enables paperless invoice authorisation and a complete digital paper trail for invoice tracking.
Customers:	 Client liaison continues to be a high priority with client update meetings and budget monitoring to advise on commitment and expenditure throughout the year. Service liaising with Community Planning developing long term solutions around Council property and service delivery following the introduction of the Community Empowerment Act.
People:	Regular CPD events were held with contractors demonstrating innovation.

Environment Department – Roads and Transportation 2017/18

Summary

Considerable ongoing support, particularly with the Planning Service, to develop and enhance the economy through detailed discussions with stakeholders on City Deal, planning applications, road construction consents, road opening permits, TRO's and road safety measures. Also improvement and maintenance of the road network through delivery of £1.5 million Capital and £2.6m Revenue Works Programme.

Outcomes:	 Roads and Transportation contribution: Outcome 2 - Supporting children increase their physical activity through cycling via a range of training in schools – increase in the percentage of pupils in full time education main method of travel to school was by cycling or walking – 45.3%. Outcome 3 – working with our partners to improve infrastructure and have appropriate transport connectivity is in place to ensure residents have good access to the 28,000 jobs being created across the City Region.
Efficiencies:	 Condition of A Class roads have improved significantly - 23.9% in 2014/15 to 18.8% 2015/16 and currently ranked 1st 16/17 with 16.3%. Condition of B and C Class roads should be considered for maintenance treatment 30.2% and 32.7% respectively 44.8% of unclassified roads should be considered for maintenance treatment Improvement in the roads condition indicator from 50.1 in 2010 to 37.4 in 2017 Road cost per kilometre was £16,776.00 (16/17)
Customers:	 Citizens' Panel Survey 2017 showed customer satisfaction (rating good/very good) with the maintenance of street lighting dipped from 85% to 78% Satisfaction with the maintenance of footpaths and roads has remained pretty low – 23% and 29% respectively, although there was an increase of 3% with roads maintenance The participatory budgeting exercise, "East Ren Decide" gave residents the opportunity to choose which residential roads and pavements should be upgraded with £600k investment available. The consultation was a success, with over 1,200 votes it had one of the highest responses rates to any East Renfrewshire Council consultation. Customers are regularly updated on the latest road issues such as roadworks, accidents via the Council website, social media and links to Tell Me Scotland website so customers can receive updates and information in a timely and convenient way.
People:	 Ability to recruit staff difficult due to external demand and market conditions Agency staff recruited on a temporary basis to support teams during very busy periods.

Environment Department – Cleansing and Waste 2017/18

Summary

Recycling rate increased to 60.8% in 2016, the first Scottish Council to achieve 60%. On target to meet projected cost savings as per the requirements of the capital programme.

Outcomes:	 Cleansing and Waste contribution: Outcome 3 Households offered kerbside recycling facilities -100% Number of educational/promotional events per annum to encourage waste minimisation and recycling – 14 road shows and promotional activities carried out throughout the district to raise awareness of the new collection service. Percentage of total household waste that is recycled - 60.8% in 2016 Continue to improve our street cleaning operations to maintain a clean environment for residents.
Efficiencies:	 Net cost of waste collection per premise was £67.71 (16/17) Net cost of waste disposal per premise was £85.35 (16/17) 74.3% adults satisfied with refuse collection Improved recycling facilities have led to reduction in landfill spend approx. £500,000 Procurement of In-Cab technology to improve operational service
Customers:	 Customer satisfaction for refuse collection from Citizens' Panel Survey maintained at 78% 53% rated street cleaning/litter control as 'good' or 'very good' Street Cleanliness Score increased to 94.9% from 92% Cost of street cleaning per 1,000 population was £8,997.00 (16/17)
People:	 Performance Development Reviews carried out for all staff. Successful staff progression through upskilling and workforce planning has improved staff morale.

Environment Department – Parks and Cemeteries 2017/18

Summary

All targets met with the exception of one. Good performance from operational staff to ensure contracts were completed on behalf of other departments on time. Residents continued to enjoy being able to use our parks in a safe and clean environment.

Outcomes:	 Parks and Cemeteries contribution: Outcome 3 Percentage of parks and greenspace improvement projects delivered on time and within budget – 100%, works complete Successfully carried out improvements to park infrastructure (e.g. Cowan Park) and open spaces conserving our natural environment.
Efficiencies:	 Cost of parks and open spaces per 1,000 population - £15,180.00 (16/17) Citizens' Panel survey showed that 91% of residents rated parks and open spaces as very good/good Supporting partners in Planning, Property and Technical and outside agencies to assist in completing projects such as renovation work to Cowan 7's football pavilion. Continued to improve parks infrastructure including new green gym at Crookfur playing fields, upgrade of red blaes running track and extensive enhancements made to Cowan Park and Fenwick Drive. Operational staff working on a shift pattern which meets the needs of the service and reduces overtime costs.
Customers:	 Meeting with representatives of various faiths and to offer faith burials throughout the year which meets their religions. Our Activity Park Ranger (Rouken Glen) continues to work with other partners in delivering curriculum of excellence learning to local nurseries, schools and other groups. Various community engagement events to inform key design aspects of the proposed Balgray Boardwalk.
People:	 All staff have an up-to-date Performance Development Review. Working to ensure absence is controlled and any appropriate action is taken promptly.

Environment Department – Prevention Services 2017/18

Summary

Continuing to provide various campaigns, inspections, test purchases, crime prevention & where necessary enforcement action to help make the lives of our residents better.

Outcomes:	 Prevention support: Outcome 1 – Support Early Years projects e.g. food labelling, healthy drinks and safety at home projects. Environmental Health supports: Outcome 3 – Supports other Services to ensure the Council and its residents' environmental impact is minimised through projects to reduce vehicle emissions, particularly around schools, monitor air quality and high food safety standards in commercial premises.
	Environmental Health and Trading Standards support: Outcome 4 – prevention of underage sales such as alcohol and tobacco and works closely with Community Safety team who provide response to domestic noise complaints.
Efficiencies:	 Cost of Environmental Health per 1,000 population - £9,924.32 (16/17) Cost of Trading Standards per 1,000 population - £7,024.84 (16/17) 100% business advice requests and 91.8% Trading Standards consumer complaints were completed within 14 days 100% food safety visits completed and results published on Council website 1,350 Primary 7's attended Safety In the Park and took part in Prevention Team Workshops on Alcohol/Tobacco/e-Cigs & Healthy drinks.
Customers:	 Prevention Team offer a flexible bespoke approach to tailor prevention packages and work plans to meet customer needs. Residents have the opportunity to give feedback after each event, which is published on the web pages. Bikeability programme shortlisted in the Scottish Transport Awards. Web page is a "one stop shop" for staff and partners to access the Teams projects, plans, results and feedback.
People:	 Monthly meetings held to update staff on any Council business and allows staff to air any views or concerns.

Environment Department – Vehicle Management & Maintenance 2017/18

Summary

All performance targets met with excellent performance in our benchmarking indicators. The Service continued to successfully deliver key transport services on behalf of the Council including fleet management and maintenance, driver training and transport for civil emergencies/winter services to keep the Council's transport moving 24 hours a day.

Outcomes:	Vehicle Management and Maintenance support:
	Outcome 3 – promoting environmental sustainability. Ensuring the Council's fleet is well maintained and that all statutory vehicle fleet and transport requirements are met.
Efficiencies:	 Introducing In-Cab technology to all HGV vehicles Collaboration agreements in place with private sector to maximise efficiencies and keep vehicles on the road All East Renfrewshire taxis tested and MOT to ensure public safety All vehicles over 7.5Tonnes now euro 5 (low emissions) or above
Customers:	 Internal and external customer satisfaction high, no complaints about the service Seven Electric pool cars, purchased with grants from Transport Scotland – currently have 15 existing charging points at seven sites Well maintained fleet ensures low levels of unplanned downtime and high customer satisfaction
People:	 All staff have an up-to-date Performance Development Review All HGV drivers CPC trained to DVSA standard Support drivers on the training for new In-Cab technology