

EAST RENFREWSHIRE COUNCILCABINET10 November 2022ENVIRONMENT DEPARTMENT END YEAR PERFORMANCE REPORT 2021-22**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Cabinet with a summary of the 2021/22 end year performance of the Environment Department.

RECOMMENDATIONS

2. It is recommended that the Cabinet note and provide comment on the Environment Department's end of year performance for 2021/22.

BACKGROUND

3. This report sets out a summary of performance against the Department's key performance targets for 2021/22, updates on its contribution to the Council's strategic outcomes and highlights the impact of Covid-19. A performance summary for each of the Department's services is included in Annex 1.

REPORT

4. The Environment Department has performed well throughout 2021/22. Whilst some services made good progress on the implementation of Covid-19 recovery plans, the pandemic and the associated restrictions continued to impact staff and the services we deliver. Despite this, the Department has met or exceeded the majority of its targets.

2021/22 Performance

5. Annex 1 gives a summary of performance for the main services in the Environment Department.

6. There was an increase in the total number of complaints received during 2021/22 (1034) compared to the previous year (720). This was primarily due to an increase in frontline/stage 1 complaints logged. These complaints were concentrated in the first half of the year and were largely related to the change to the garden waste collections process with the introduction of an annual charge.

7. Our Department's invoice processing rate has improved from 79.1% in 2020/21 to 86.1% in 2021/22 (target 85%) - 20,506 invoices with 17,656 paid within 30 days. The Department continues to support development of the invoice payments process, through systems interfaces and improvement activity which has allowed for better financial control.

8. Sickness absence continues to be monitored and reviewed on a regular basis. During 2021/22, 11.1 days per employee were lost through absence in the Environment Department. This is broadly in line with pre-Covid absence levels (18/19 was 11.99 days and 19/20 was 13 days).

Impact of Covid-19

9. Many of our services continued to be affected in different ways by the pandemic. Despite teams adapting quickly to the varying and unpredictable challenges, reduced staff resource, software and hardware issues arising from working remotely and a change in teams' work priorities resulted in a significant backlog of work. Many teams continued to work through backlogs in 2021/22. For example, Environmental Health and Health & Safety teams played a significant role in the Council's response to Covid-19 which meant that work such as food safety/hygiene inspections, Health and Safety training and risk assessment activity was largely deferred.

10. A number of services also experienced challenges in terms of recruitment due to a shortage of skills in the labour market. In particular, Planning, Housing Services and Property and Technical Services struggled to fill vacancies which impacted on performance and placed pressure on existing staff.

11. Covid-19 and wider economic issues also resulted in delays to material supplies which impacted on the time taken to complete work programmes for services delivering capital projects i.e. Roads and Transportation Services, the City Deal team and Property & Technical Services.

12. During 2021/22 the Economic Development team continued to prioritise Covid business grants (worth £5.4m to over 2,240 applicants through 9 separate grant programmes). This required the team to focus on supporting local business survival as opposed to business growth. This was a considerable piece of work.

13. The restrictions in place on entering tenants' homes impacted our ability to undertake repairs. With restrictions easing at the end of April 2021, Housing Services completed the majority of the backlog and were able to return to full service levels by the end of June 2021. As a result however, the average time taken to complete our non-emergency repairs was higher at 8.3 days compared to 5.39 days in 2019/20 (pre-Covid).

14. The Housing service faced increased demand, particularly related to its waiting list, homeless applications and the need for temporary accommodation. In 2021/22 there were 380 homeless applications (308 in 2019/20). In 2018/19 the general Housing waiting list was approximately 2,800 and at end 2021/22 was up to 4,768. Although the supply of temporary accommodation increased from 64 to 91 units in the last year, with approximately 250 voids available for permanent accommodation, demand is outstripping supply. With both a rise in the cost of living and the requirement to assist Afghan refugees and displaced people from Ukraine, pressure is only expected to increase on a service already under pressure as a result of Covid-19.

15. Due to Covid rules restricting house building Housing Services did not meet its target to complete 116 affordable units in 2021/22. By the end of year, 92 units were completed. The target to deliver 225 units over 5 years by 2022 was also narrowly missed with 212 units completed. However, a further 77 units were delivered by July 2022.

16. Our recycling rate reduced in 2020/21 (latest data available) to 56.6% compared to previous years (67.8% 2019/20). A downward trend was experienced nationally. Covid-19 and restrictions had an impact on recycling rates due to increased contamination and reduced

capacity issues for households, including the temporary closure of household waste recycling centres.

Key Challenges For 2022/23

17. 2022/23 brings ongoing challenges as we seek to continue the recovery of our services and improve our systems and processes, with the objective of supporting new ways of working and the delivery of efficient, customer-focused services.

Key challenges include:

- **Unprecedented price increases** – rising fuel and energy costs; increase in costs of construction materials (e.g. 46.3% increase in fabricated steel prices in the 12 months to June 2022; and inflation (9.4% in the 12 months to June 2022) on external contract and labour costs impacting projects and budgets.
- **Supply chain issues and shortage of materials** - leading to delays in our works programmes, which creates additional workload for staff. For example, there was a delay of 6 months on an 8 week work programme for carriageway and footway resurfacing on Mearns Road due to problems with the supply of concrete products and kerbing.
- **Shortage of housing** – as noted at paragraph 14 the demand for temporary and permanent accommodation is greater than our supply and is growing at a faster pace than we can deliver new housing options.
- **Resettlement agenda challenges** – in particular the nature of the Ukrainian resettlement schemes will place increasing pressure on Environment Department staff, with unprecedented numbers of displaced persons requiring Housing and integration support, including employability support. It is anticipated that there will be a sharp increase in numbers on the housing waiting list and homeless presentations with limited, suitable options available in the required timescales.
- **National net-zero targets** – including identifying and securing funding to deliver on targets; tackling complex, multi-service challenges; staff development and training; and new ways of working to reduce carbon emissions and adapting to climate change.
- **Continued labour market shortages** – will challenge services to resource key work programmes. A number of posts have become vacant but recruitment of suitably qualified replacements has proved difficult with a number of recruitment drives being unsuccessful.

Publication of End Year Performance Information

18. The Environment Department's report will be posted on the Council's website so the public can view the Department's performance.

FINANCE AND EFFICIENCY

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

PARTNERSHIP WORKING

20. 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

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

CONCLUSIONS

22. This report summarises a high level overview of the Environment Department's performance at end year 2021/22. The Department has continued to work well under challenging circumstances resulting from Covid-19, related restrictions and increasing economic uncertainty.

RECOMMENDATIONS

23. It is recommended that the Cabinet note and provide comment on the Environment Department's end of year performance for 2021/22.

Head of Environment (Strategic Services), Head of Environment (Operations), Head of Environment (Chief Planning Officer)

For further information contact Phil Daws, Head of Environment (Strategic Services)
phil.daws@eastrenfrewshire.gov.uk

Convener contact details

Councillor Owen O'Donnell
(Leader of the Council)

Office: 0141 577 3107
Mobile: 07435 735692

Convener contact details

Councillor Danny Devlin
(Convener for Environment and Housing)

Home: 0141 580 0288
Office: 0141 577 3107/8

November 2022

ENVIRONMENT DEPARTMENT

YEAR END SUMMARY

2021-22

Contents:

- Neighbourhood Services
- Environmental Health
- Trading Standards
- Roads & Transportation
- Planning & Building Standards
- City Deal
- Econ Development & Inclusive Growth
- Housing
- C&G
- GTZ
- Major Capital Projects
- CHSU
- Property Services & Technical Services

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Environment Department – Neighbourhood Services 2021-22

Summary	<p>Neighbourhood Services is an integrated suite of service areas comprising: Cleansing and Recycling, Parks and Open Spaces, Cemeteries, Street Cleaning and Fleet/Transport.</p> <p>Throughout 2021/22, the Service continued to maintain the delivery of essential frontline services to all our residents in the areas of Cleansing and Recycling. There was significant financial investment in our Parks and Open Space assets across the district. Significant income was generated to protect frontline services; via the introduction of the Charging for Garden Waste Scheme. The fleet Service was recognised Nationally as being the UK's Best Performing Transport Service (APSE).</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> A number of open spaces improvement projects were successfully delivered during 2021/22. Projects included the installation of solar lighting along pathways in Cowan Park, the installation of a new storage facility within Neilston Cemetery, playpark enhancements and new installations at 5 locations (Fairweather Hall, Crookfur, Seres Road, Aurs Drive and Trees Park, new fencing in Cathcart Cemetery (new section) and the refurbishment of Muirend Synthetic Pitches and various drainage and pathway improvement works. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> The Service exceeded the National Street Cleanliness Target of 90% by scoring 95.4%. We are now ranked 5th nationally. 91% of Park users rated their experience as good/very good. This was slightly below the target value of 95%. <p>The service continued to perform strongly with recycling rates and remain above the Scottish Average and in second place overall nationally. ERC recycling rates did dip as a result of the pandemic to 56.6% (2020/21) from 67.8% (2019/20). However, this was still well above the national rate of 42%. According to figures just published we are at 58.1% for 2021/22 which puts us in first place again in Scotland.</p> <ul style="list-style-type: none"> Ongoing work is underway to encourage residents to recycle and to remove contamination from our recycling waste streams.
Customer	<ul style="list-style-type: none"> Provided Covid support to residents via Community Testing Centres and Covid Testing Buses with local accessibility being a priority. The Service established and has provided access to online services to enable residents to book slots at our Household Waste Recycling Centres, book Bulk Uplifts, apply for Garden Waste Permits and report missed bins.
Efficiency	<ul style="list-style-type: none"> The service has been testing contracts that track market rates rather than long term fixed rates. This has enabled income levels to increase as market values increase. Importantly, a permit system for garden waste was introduced during the year generating a substantial income of £ £868,440
People	<ul style="list-style-type: none"> Ongoing investment in training and developing our team and closing the gap created by Covid in this area. Working locally with our Trade Union partners to improve mental health within our workforce and support our teams.

Environment Department – Environmental Health 2021-22

Summary	<p>During 2021/22 all staff continued to undertake additional responsibilities related to Covid. The Service prioritised Covid related activity, Test & Protect notifications, clusters, outbreaks, Community Testing forums, internal enquiries from other Services and supported Asymptomatic Testing and Vaccination Centres. The result was that the ability to perform the normal full range of functions in an effective manner was compromised. Concurrently, there was new legislation enacted, which placed additional burdens on the Service. These included new requirements arising from EU exit; changed regulations to interlinked heat, fire & carbon monoxide detectors in residential properties; new requirements from the Drinking Water Quality Regulator (DWQR); and changes to the animal welfare licensing regime.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Air Quality monitoring reintroduced and return of the annual report to Scottish Government. • Quality of private water supplies – inspections completed. • Liaising with landowners responsible for open water during algal blooms to ensure public safety. • Maintaining a register of contaminated land. <p><u>Strategic Outcomes - Outcome 4</u></p> <ul style="list-style-type: none"> • Safe communities - New tolerable housing legislation in place and taking action where appropriate.
Customer	<ul style="list-style-type: none"> • 88% service users rated service as very good/good (Citizens' Panel 2021). • Continued close liaison with Police Scotland and other agencies to ensure safe communities. • New animal boarding and breeding legislation in place – liaison with business owners to ensure compliance. • Food hygiene / food standards inspections Recovery Plan implemented from September 2021 & schedule in place for 2022/23 (due to Covid, food law interventions were paused March 2020 – September 2021 by Food Standards Scotland creating significant backlog). • Food Standards Scotland Capacity & Capability Audit January 2022 – no major interventions required • Covid-19 Response included; <ul style="list-style-type: none"> ➢ Support the set-up and operation of the Asymptomatic Testing Site for community testing ➢ Support the set-up and operation of Community Vaccination Centres (The Foundry and Carmichael Hall) ➢ Provide assistance to businesses including specific Covid advice following regular changes in guidance • Continued significant participatory & information dissemination role to businesses in National Environmental Health / Trading Standards Expert Group and leading role in advising businesses and enforcing the Emergency Regulations.
Efficiency	<ul style="list-style-type: none"> • Health & Safety in commercial premises. – 100% Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Notifications Investigated. • Continued improvements to ICT systems and remote working.
People	<ul style="list-style-type: none"> • Successful staff recruitment. • Staff completed continuing professional training and evidenced for Food Standards Scotland Audit.

Environment Department – Trading Standards 2021-22

Summary	Throughout 2021/22 Trading Standards played a significant and leading role in enforcing and advising business on the Regulations restricting trading activities during Covid. This led to a significant shift in resources away from the core service plans. During the final quarter the service was reprioritising the key elements of the service plan to be delivered in the remainder of 2021/22 while continuing to monitor and advise traders related to Covid.
Outcomes	<p><u>Strategic Outcomes - Outcome 1</u></p> <ul style="list-style-type: none"> • 320 Child Safety in the Home Packs issued during 2021/22. • Along with a Health Visitor, a Royal Society for the Prevention of Accidents (RoSPA) trained Officer from Trading Standards can carry out a child home safety visit. This was particularly relevant during the pandemic with more children in the home. <p><u>Strategic Outcomes - Outcome 4</u></p> <ul style="list-style-type: none"> • Worked with range of organisations such as Adult Protection Committee and Police Scotland to ensure vulnerable residents are safe and secure at home. • Over 900 active Prevention Packages issued and 1 million Scam/Nuisance Calls blocked to date. • Introduced free Ring.com cameras to the Confidence at Home package. • Feedback from residents and carers is exceptionally positive. • Our Financial Harm Toolkit is now available to every local authority in Scotland and a key element of the Scottish Government Scam Prevention Strategy.
Customer	<ul style="list-style-type: none"> • Supported Traders to recover from Covid-19 with digital and bespoke business advice via our “Business Companion” content and direct contacts. • Developed our procedures and emergency plans for dealing with animal health matters and associated outbreaks. • Bikeability has continued to train our young residents to keep safe.
Efficiency	<ul style="list-style-type: none"> • Our Scam Prevention Packages continue to improve the lives of residents with over £45 saved for every £1 spent. • Many of our Prevention Projects are assisted with the funding from external funding, helping to ensure our vulnerable residents receive exceptional support to prevent financial and personal harm with minimal cost to the local authority.
People	<ul style="list-style-type: none"> • Successfully rolled out Hybrid working to all members of Trading Standards Team

Environment Department – Roads and Transportation 2021-22

Summary	During 2021/22 the Roads Service delivered a £3.35m revenue programme of routine and structural maintenance and a £5.31m capital programme of work. In addition, grant funding from Sustrans and SPT allowed the delivery of more active travel improvements across the network. Work on our new Local Transport Strategy and Electric Vehicle Charging Strategy was progressed and our Good Practice Guide for Residential Roads was completed.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 64 carriageways (30km) and 13 footways (8km) resurfaced. • 11 new footway/cycleway links constructed, 2 new puffin crossings and improvements made to 10 bus stops/shelters. • New sections of shared footway/cycleways created on Stewarton Road and at the south end of Ayr Road. • 192 street lighting columns replaced.
Customer	<ul style="list-style-type: none"> • Development of website to make it easier for customers to report road faults. • Beat the Street engaged 7,276 players who walked, cycled and wheeled 72,622 miles – East Renfrewshire came first on the “small teams” leader-board and there was very positive feedback from residents. • Better Points reached a total of 667 registered users who travelled 24,416 miles actively – 45% of journeys replaced a car journey saving 7,293kg of CO2 • Good Practice guidance document to assist developers with required road design standards finalised. • Continued support provided to other Council services and developers in respect of City Deal projects, planning applications and Road Construction Consents.
Efficiency	<ul style="list-style-type: none"> • 1,991 street lighting lanterns replaced with LEDs, over 76% of our lanterns now LED and energy consumption has reduced by over 16% as a result. • New digital cloud based asset management system went live incorporating mobile technology for staff to raise and close works instructions on site. • Integration of corporate finance and roads service costing systems completed reducing double handling of purchase orders and invoices. • Working closely with Digital Customer Experience team to provide interface between customer reporting system, GOSS and our asset management system which will reduce manual inputting of fault reports and provide automated customer updates. • Winter Maintenance routes optimised and new routes introduced.
People	<ul style="list-style-type: none"> • Hybrid working introduced for all previously office based staff. • Ongoing provision of IT equipment to allow effective hybrid working.

Environment Department – Planning & Building Standards 2021-22

Summary	We have delivered key areas of work to support the creation of thriving, attractive and sustainable places and neighbourhoods. This has been achieved through the adoption of Local Development Plan2, which seeks to provide a range of housing, improved connectivity, new infrastructure, jobs and investment and a move towards a low carbon place and economy. This is supported by the determination of a high level of planning applications and building warrants for work to the value of £76m.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • LDP2 was adopted in March 2022 and is accompanied by an Action plan, which demonstrates how it will be implemented. • LDP2 also ensures provision of all tenures of housing to meet our housing land requirements and in 21/22 - 92 new affordable homes were delivered alongside a range of homes from private developers for sale and rent. • The adopted LDP2 is underpinned by a range of environmental policies, which promote sustainable development and wider environmental protection and enhancement.
Customer	<ul style="list-style-type: none"> • Whilst the Service's performance has been affected by the pandemic and significant staff turnover, a move to hybrid working and replacement staff have helped to ensure determination times are improving and the backlog of planning applications is reducing. • Customers can now speak to officers from Planning and Building Standards via a dedicated telephone number 5 mornings per week and dedicated email addresses are in place to ensure easy contact can be made. It is also proposed to re-introduce agent and developer fora to improve communications and to enable relationship building with our customers.
Efficiency	<ul style="list-style-type: none"> • The time taken to process planning applications and building warrants has been impacted by high volumes of applications and significant resourcing issues; <ul style="list-style-type: none"> ➢ % Building Warrants issued a first report within 20 working days 80% (837) in 2021/22 compared with 91% (850) previous year. ➢ % Planning Applications dealt with within 2 months down from 39.3% (581 applications, 228 within 2 months) in 2020/21 to 15.3% (633 applications, 97 within 2 months). ➢ Average time in weeks to decide a local planning application also increased from 13 weeks (2020/21) to 15.6 weeks this year. • Determination periods are longer than in previous years however replacement staff are now in place and a review of processes and protocols is currently underway. This will seek to improve efficiency and the overall customer experience through improved access to information e.g. web based, availability of pre application advice.
People	<ul style="list-style-type: none"> • Each team within the Service holds monthly meetings to discuss ongoing workload, corporate and other matters, staff 1 to 1's are held and training opportunities are circulated to all staff. • Staff are encouraged to effectively manage their flexi and annual leave to achieve a healthy work life balance and Quality Conversations will shortly take place which will help support staff in the coming year.

Environment Department – City Deal 2021-22

Summary	During 2021/22, the City Deal and Infrastructure team completed a re-profiling of the £44 million capital spend programme from Glasgow City Region City Deal to deliver key infrastructure projects over the next 5-10 years and secured £1m Vacant and Derelict Land funding for Lavern Water Restoration. In addition, two new team members were successfully recruited to the team.
Outcomes	<p><u>Strategic Outcomes – Outcome 3</u></p> <ul style="list-style-type: none"> • Greenlaw Works – new office development in Newton Mearns constructed to boost local start-up businesses. This has been used during the pandemic as an important testing centre for Covid Testing enabling residents to be tested locally. • Balgraystone Road – road widening, new active travel provision and widened footpaths enabling the release of land for housing development and a new railway station, creating attractive places to live with a good physical environment • Crossmill Business Park – boost local supply of business premises. These premises continue to be popular and remain at full occupation providing an important destination for local businesses. • Aurs Road Realignment creating a great place to visit. These works are fully designed and will be tendered in the Autumn of 2022 and will: <ul style="list-style-type: none"> ➢ improve connectivity between Barrhead and Newton Mearns ➢ create a new visitor destination ➢ improve and create new active travel across the authority • New station in Barrhead South – to improve connectivity and sustainability across ERC to boost transition to zero / low carbon travel. Network Rail have been appointed to provide initial designs which are due in early November 2022, the station is planned to open in early 2025. • New visitor facilities at Dams to Darnley Country Park – creating new recreational facilities at Dams to Darnley Country Park including a new base for countryside rangers • Lavern Water Restoration – improving environmental sustainability by rerouting the river to restore a healthy aquatic environment for spawning fish and creating new public realm park area <p>Securing future funding:</p> <ul style="list-style-type: none"> • Levelling Up Fund bid for £20 million for Thornliebank and Barrhead town centre regeneration • Securing delivery funds from other grant sources e.g. Sustrans, Vacant and Derelict Land Fund etc.
Customer	<ul style="list-style-type: none"> • Lavern Water Restoration and public realm £2m contract awarded • Thornliebank and Barrhead town centre regeneration - £20 million Levelling Up Fund bid • New promenade at Dams to Darnley Country Park - £20 million funding secured • Active travel fund - £5m funding secured • Extensive consultation with local communities to shape projects proposals.
Efficiency	<ul style="list-style-type: none"> • New process in place to ensure all invoices are coded correctly • New software to streamline management of funding

People	<ul style="list-style-type: none"> Hybrid working introduced for all previously office based staff Ongoing provision of IT equipment to allow effective hybrid working Various training to support staff development e.g. NEC Contracts
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Environment Department – Economic Development & Inclusive Growth 2021-22

Summary	<p>Employability and business development targets largely exceeded despite ongoing challenges as a result of the pandemic. People, Place and Business teams continue to support local residents and young people from unemployment into vocational training, employment, self-employment through joined up support. Teams working with a wide range of internal/partners and successful delivery of the hERe campaign. Promotion and integration of inclusive growth agenda. Critical aspect of inclusive growth is ensuring that as many people as possible, including those further from the labour market and facing complex or challenging circumstances, have the opportunity to access fair and sustainable work.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> Ongoing delivery of 12 SG Covid recovery business grant schemes with £6.1m being paid out to just over 2,240 applicants during 2021/22. This brings the total paid out in Covid grants to £25.6mn since inception of the scheme. Closer working links with ER Chamber of Commerce, 3 BIDS and Scottish Enterprise, quarterly meetings held to promote business growth and range of business programmes. Successful delivery of Place Based Investment Programme with 5 community based regeneration projects being funded worth £635,000. Ongoing delivery of Cowan Park Enterprise and Community Hub. Work EastRen team providing ongoing pre/employability support to 635 people and have helped 129 into employment. 1 business network event supported in partnership with Neilston Development Trust.
Customer	<ul style="list-style-type: none"> Work EastRen engaging with a wider range of partners to promote services including ongoing pre-employability support and accredited training to local residents and the Syrian and Ukrainian communities. Ongoing delivery of Local Action Plans and engaging with wider stakeholders to gather their views on what capital regeneration improvements can be made to their town centres/neighbourhoods. Increased outreach work in Dunterlie. Wider range of employability services to meet local need and changing socio-economic factors – health barriers and those furthest from the labour market. Partnership approach to reducing child poverty – employability, financial inclusion, income maximisation, fuel poverty support provided. No One Left Behind Programme – more joined up and person centred approach to tackling inequalities. 182 new business start-ups supported via Business Gateway ER team.
Efficiency	<ul style="list-style-type: none"> £1.4m secured in external funding to deliver People, Place and Business activity. SG No-one Left Behind 2021-22 – allocations included £107,799; £82,000 (Parental Employment Support Programme); £60,000 (PES Boost); £75,520 (Partnership Action for Continuing Employment); £554,731 (Young Person’s Guarantee) for a range of employability programmes and interventions.

People	<ul style="list-style-type: none"> • Delivery of service via hybrid model. • Walk and Talk initiative set up during pandemic. • Staff have attended a wide range of training including Delivering an Inclusive Economy, Transitions towards Net Zero, HM Treasury Green Book, Bidding for UK Shared Prosperity Fund.
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Environment Department – Housing Services 2021-22

Summary	<p>Work is ongoing to replace our core housing management system, NEC Housing. This piece of work will allow for housing services to digitally develop and therefore provide a more efficient and modern service to our customers. Housing stock remains in a good condition in compliance with national standards, and with a robust investment plan to deliver capital works year on year. New build housing continues to provide much needed homes for those on the housing register. The service faces increased demand in terms of the general waiting list and homelessness applications. The general waiting list had around 2,800 households in 2018/19 and now sits at 4,768.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 92 new build affordable homes have been delivered in 2021/22 – bringing our total to 212 over the last 5 years, just below the set target of 225. Delays and slowing of construction have had some slowing of delivery on sites tied up with private development in last two years. There are 77 units due in early 2022/23 at Maidenhill and Balgraystone, Barrhead. • 312 properties were let in the year 2021/22, this is an increase from 2020/21 of 233 lets, due in part to the new build programme. • Just over 10,000 repairs were carried out in 2021/22. Tenants reported that the repair was fixed the first time 98% of the time. However only 70% were satisfied with the repairs service received by ERC. • There were no breaches of annual gas safety checks reported. • 96% of our homes meet the Scottish Housing Quality Standard, compared to 91% the previous year. • 96% of all ASB cases were resolved, keeping consistently good performance on par with the previous year.
Customer	<ul style="list-style-type: none"> • For all tenants, overall satisfaction with the services provided by ERC has decreased to 72.24% (84% in 2020/21). Work is taking place to understand the decrease in satisfaction, and also with staff to ensure customer satisfaction is paramount throughout the housing service. • Recovery of our customer engagement in 2021/22 has ensured more personal contact in delivery of services where possible, and a reconvening of our customer engagement and sheltered housing forums. This has also allowed us to plan and schedule a forthcoming programme of Neighbourhood Inspections, which will introduce new patch Neighbourhood Housing Officers to tenants, and to deliver a programme of local surgeries and support within local areas. • The housing service redesign with a vision to provide a stronger customer focus and accessible services continues to be implemented
Efficiency	<ul style="list-style-type: none"> • Gross rent arrears were 9.95% of the rent due for the year, compared to 9.51% in 2020/21. The cost of living pressures present an ongoing challenge to reducing this figure significantly, however focus remains on reducing rent arrears and supporting those households who are struggling to pay their bills. • 98.97% of reactive repairs were completed right first time during the reporting year. • Void rent loss measured as a percentage of total rent charged has decreased from 1.8% in 2020/21 to 1.41% in 2021/22. Work is ongoing to minimise the number of void rent loss, and the time taken to re-let a property.

	<ul style="list-style-type: none"> Emergency repairs take 2.66 hours to completion, whilst standard repairs take 8.35 days; this is slightly more than the previous year of 2.41 hours and 6.18 days respectively.
People	<ul style="list-style-type: none"> Work is ongoing with housing staff to work towards new ways of working with the housing redesign, whilst establishing a culture of strong performance management, with the customer placed at the centre of the service.

Environment Department – Change and Governance 2021-22

Summary	<p>The Change, Business Intelligence & Digital team continue to support key customer and process improvement projects across the Department, including implementation of NEC Housing Management system, the Digitization of Cemeteries Records/Management and work closely with the corporate Digital Customer Experience project team to deliver enhancements to the customer journey across the various services within the Department. The Customer Relations team continue to support services with FOI requests/complaints management and monitoring, driving down response timescales and handling multi-service and complex FOI requests/complaints.</p>
Customer	<ul style="list-style-type: none"> Supported the transfer from existing online customer processes from, Lagan and ESB Agile to Goss. Eliminated use of paper and static PDF online forms by creating digital forms and workflow for all Environment customer processes. Introduced new online registration and payment service for Chargeable Garden Waste, with 92% of payments made online (20,696 online payments).
Efficiency	<ul style="list-style-type: none"> Started utilising the PMO digital projects prioritisation matrix to assist decision-making. Introduced new ‘planning enforcement and development condition’ modules to meet IDOX Road Map targets for 21/22. This streamlines related process. Implemented WDM (Roads Asset Management System) to enable use of mobile devices in field – time-saving and eliminations of double-keying. Introduced weekly FOI and Complaints Monitoring reports to drive better management/performance.
People	<ul style="list-style-type: none"> Closer collaboration with PMO and DCE assisting with improved governance for complex digital projects. Team strengthened despite varied remits and remote working and adapting well to hybrid working with a minimum of 40% of working week in the office. Walk and talk meetings were used during the pandemic and due to their success these have continued where appropriate for ‘quality conversations’ and to meet team-building needs. Customer care and personal resilience training undertaken by majority of team. Agile training delivered to Project Managers.

Environment Department – Get to Zero 2021-22

Summary	<p>The Get to Zero team leads and coordinates the Council's endeavour to meet the national target of 'net-zero' greenhouse gas emissions by 2045. The new team, formed in 2021/22, has supported services from across the Council in development of actions to contribute to the Council's overall Get to Zero Action Plan, targeted for completion and implementation in 2022/23. Carbon reduction actions are currently underway across a variety of services and it's the GTZ team's role to support, track and report carbon emissions as per Climate Change Duties of Public Bodies: Reporting Requirements.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • In 2021/22 an expert carbon consultant was appointed to review measurement methodologies. As such, council- controlled carbon emissions have been recalculated using a better, more accurate methodology which will provide the baseline for tracking performance against targets in future. • Emissions data takes time to compile and statutory reporting cycle is a year behind. Therefore in 2020/21 there was an 8.3% decrease in emissions but this can be attributed to decreased occupation of council and Trust buildings and decreased activity requiring travel.
Efficiency	<ul style="list-style-type: none"> • Governance has been established to guide development and implementation of GTZ actions • A climate change impact assessment tool was agreed to inform decision-making against new Council policies and investments. This will allow future decisions to be taken in knowledge of what the carbon emissions' impacts will be and how these may be reduced or off-set.
People	<ul style="list-style-type: none"> • A number of key staff have attended general carbon literacy training and sector specific training on climate change action.

Environment Department – Major Capital Projects 2021-22

Summary	During 2021-22 the Major Capital Projects team continued to provide effective support to council services including Education and Culture and Leisure services, to develop physical assets that enable services to deliver better outcomes for all our customers and residents such as new schools e.g. Neilston Learning Campus which will replace the Madras Family Centre, Neilston Primary and St Thomas' Primary Schools and new leisure facilities such as the proposed new Neilston Leisure Centre.
Outcomes	<ul style="list-style-type: none"> • Completed the post-occupation phase of the Early Years new build nurseries project (5 – Glenwood/ Crookfur/ Overlee / Busby & Eaglesham) and managed the defects period to a conclusion. • Completed the defect stage of Maidenhill Primary School to a conclusion. • Completion of the design phase of the Neilston Learning Campus, gained planning consent, tendered its construction and advance works started on site. • Developed a brief for the Neilston Leisure Centre and managed initial feasibility study to a conclusion. • Initiated development feasibility studies for Learning Estate Investment Plan 3.
Customer	<ul style="list-style-type: none"> • Completed a lessons learned exercise on the Early Years Project with a number of improvements instigated as a result. • Undertaking work on how our Net Zero goals can be incorporated effectively within new build projects to reduce carbon and energy consumption.
Efficiency	<ul style="list-style-type: none"> • Working with Property Maintenance service to introduce building information management protocols aimed at improving the efficiency of building maintenance.
People	<ul style="list-style-type: none"> • Continue to ensure the team's knowledge and training is kept up to speed particularly with technological change in terms of materials, net zero initiatives and the construction market.

Environment Department – Health and Safety 2021-22

Summary	<p>Throughout 2021/22 CHSU continued to support departments with Covid advice and guidance, completing the necessary risk assessments on their behalf so that they could continue with the requirements for service delivery. The service also continued to co-ordinate and deliver requested PPE items, organise storage and administrative requirements. Legal compliance needs were continued with fire risk assessment programme requirements met and a number of key policy updates completed from the service plan. Continued development of new digital health and safety system was maintained throughout.</p>
Customer	<ul style="list-style-type: none"> • CHSU have responded throughout the year to requests for advice on how to safely deliver services throughout the pandemic • A managers survey was conducted with 50% of managers seeking ongoing additional support in health and safety matters • Delivery of the occupational health screening service for council employees has dealt with a backlog arising from 2020/21, and ensures council employees health is being monitored so that they can continue to deliver their service safely. • Training was delivered to council services wherever possible on Microsoft Teams to assist with legislative compliance
Efficiency	<ul style="list-style-type: none"> • The health and safety management system now tracks all allocated actions automatically, reducing the service need to conduct site visits for follow up • Reporting mechanisms from the system allow accurate data to be delivered to each departments senior management team
People	<ul style="list-style-type: none"> • Team meetings are held every two weeks allowing discussion of workload and any new matters arising • Quality conversations are held on a 1:1 basis and any training/development needs arising have been sourced and provided through online platforms. • Staff are delivering the service in a hybrid/mobile model . • Staff are encouraged to effectively manage their flexi and annual leave to achieve a healthy work life balance.

Environment Department – Property and Technical Services 2021-22

Summary	Property and Technical Services continued to support and maintain the Council's 160 assets, despite material shortages and contractor delivery challenges. The Property team provides maintenance of the building to ensure they are safe and compliant, Technical Services deliver refurbishment projects and School extensions.
Outcomes	<p><u>Efficiency</u></p> <ul style="list-style-type: none"> • Corporate Asset Management Plan complete and will be reported to the Cabinet in the near future. • Co2 monitoring project completed 1,440+ monitors installed to 44 properties. • Compliance for all our buildings was maintained- Fixed wire testing, water quality sampling, PA Testing, emergency light testing, Fire alarm testing. • Property Services continued to maintain the estate well as it returned to full use across both the Education and Trust properties in particular. • Delivered £6,245,578 of a £46,071,492 budgeted capital programme across 130 different projects. 21/22 delivery impacted by Covid with many projects at feasibility, design or tender stages.
Customer	<ul style="list-style-type: none"> • St Ninian's School Extension, along with the Science Classroom alterations works completed for Education. • Assisted Housing with Reactive & Non-Reactive Maintenance by development & issuance of Maintenance Contract Strategies. • Educational establishments surveyed for ventilation requirements 3000 spaces across 26 schools identified 472 areas as potentially higher risk which require further inspection. • Summer works programme (fire doors across 4 schools, ventilation works (as required above), window replacements in 5 schools and synthetic pitch replacements in 2 schools).
Efficiency	<ul style="list-style-type: none"> • New timesheet system: enables more efficient internal billing for services. • New reporting from K2 Tribal to enable both staff and Finance staff to have live up to date information on repairs and budgets.
People	<ul style="list-style-type: none"> • Both teams transitioned to a hybrid way of working Recruitment remains a challenge and it is becoming harder to recruit suitable trained technical staff.

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