

EAST RENFREWSHIRE COUNCILCABINET7 September 2023Report by Director of EnvironmentENVIRONMENT DEPARTMENT PERFORMANCE REPORT 2022-23**PURPOSE OF REPORT**

1. The purpose of this report is to provide Cabinet with a summary of the 2022/23 performance for the Environment Department.

RECOMMENDATIONS

2. It is recommended that the Cabinet scrutinise and provide comment on the Environment Department's performance for 2022/23.

BACKGROUND

3. This report sets out a summary of performance against the department's key performance targets for 2022/23 and updates on its contribution to the Council's strategic outcomes. A performance summary for each of the department's services is included in Annex 1. Below are a selection of the Environment Department's performance highlights and issues for 2022/23.

REPORT**2022/23 PERFORMANCE**

- East Renfrewshire has maintained its position as the top recycling council in Scotland with 58.1% of all municipal waste being recycled (Scottish Local Authority average 42.7% for 2021/22).
- In the summer of 2022 events such as the Foodies' Festival and the ER Beer Festival were hosted in Rouken Glen Park and were well-attended.
- Citizens' Panel results in 2022 showed an improvement in street cleaning and litter patrol with 65% of respondents rating them good/very good (52% 2019).
- During 2022/23, Prevention Services returned to undertaking its vital work in keeping children and families safe with 1,100 Child Safety in the Home Packs (provided to every new parent in East Renfrewshire).
- A new initiative called "Building Consumer Confidence" was launched and supported by the employment of a Doorstep Fraud Prevention Officer (Local Authority Covid-19 Economic Recovery funding for 2 years). The team's scam prevention work has been recognised nationally as "best practice".
- The Roads Service replaced 2,138 street lighting lanterns with LEDs this year which means that over 85% of lanterns are LEDs (13,186 of 15,419 total

lighting units). This has reduced energy consumption by almost 16% compared with last year.

- Fifty-one carriageway and 13 footway resurfacing schemes were completed. In addition, 6 new footway links were installed. Four new footway 'build-outs' into the carriageway to narrow the road and one pedestrian refuge (a raised section between two lanes of traffic to create safe place for pedestrians to cross) were also completed. Improvement works aim to encourage sustainable travel within the authority.
- The Planning Service has been significantly affected by staff vacancies and constraints caused by the pandemic. During 2022/23, vacancies were filled which will have a positive impact on performance going forward. In 2022/23, 19% (123 of 654) of planning applications were determined within timescale and 91.5% (602 of 654) of applications were approved.
- Performance in the Building Standards team has dipped slightly with 76% (742 of 976) of building warrants issuing a first report within 20 working days (80% in 2021/22). However, the percentage of building warrants and amendments issued within 10 days from receipt of all satisfactory information remained at 96% (944 of 982 total received).
- The Greenlaw Works opened in September 2022 and is currently operating at 85% occupancy. This represents use by 27 businesses across a diverse range of sectors. The £5m workspace was developed as part of the Glasgow City Region Deal in response to a local demand for high quality, flexible accommodation.
- The Whitelee and Dams to Darnley countryside rangers have resumed to a full programme of events. During 2022/23, 185 events were delivered engaging 5,870 participants. 27% of these were educational visits with 1,700 participants.
- During 2022/23, 71 new and existing businesses were supported through the provision of grants and advice and 220 people were supported into employment.
- The long-term vacant and derelict Cowan Park Gate Lodge has been brought back into use following the successful attraction of government funding. The building is being used as a new social enterprise hub to serve the local community and visitors to the park.
- 132 new, affordable homes have been built during 2022/23. This includes 94 council-owned homes in Maidenhill and Balgraystone.
- Due to investment in improved processes and considerable effort to turn repairs and lettings around efficiently, rent lost through empty homes has reduced from 1.4% in 2021/22 to 0.96% in 2022/23.
- The Housing Service continues to face unprecedented demand for housing from both the general waiting list and homeless households. In 2018/19 the general waiting list was around 2,800 and currently sits at over 6,000.
- The Council has exceeded its 4% target for reducing council-controlled carbon emissions with a 9.9% reduction from baseline year 2019/20 to 2021/22.
- The Environment Department received 547 complaints in 2022/23. The data shows we have achieved the 5 working day target to respond to frontline complaints with an average time of 4.39 days. The average time to respond to investigation complaints was 18.36 days, keeping within the statutory target of 20 working days.*
- During 2022/23, the department dealt with 510 Freedom of Information requests (519 in 2021/22), 95% of which were responded to within the statutory 20 working day timescale. This represents an improvement on the previous two years of 87% (2021/22) and 76% (2020/21).

- The department's invoice processing rate has declined slightly from 86.1% in 2021/22 to 81.8% in 2022/23 (17,515 invoices with 14,331 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.

*As reported in the [Strategic End-Year Performance Report and Annual Community Planning and Fairer East Ren Report for 2022-2023](#) submitted to Full Council on 28 June 2023, comparative complaints performance data has not been provided as work is ongoing to amalgamate figures from the Council's previous CRM system, Lagan. This work is expected to be completed in September 2023.

Publication of Performance Information

4. The Environment Department's report and annex will be posted on the Council's website so the public can view the Department's performance for 2022/23.

FINANCE AND EFFICIENCY

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

PARTNERSHIP WORKING

6. 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

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

CONCLUSIONS

8. This report summarises a high level overview of the Environment Department's performance in 2022/23.

RECOMMENDATIONS

9. It is recommended that the Cabinet scrutinise and provide comment on the Environment Department's performance in 2022/23.

Director of Environment

Head of Environment (Strategic Services), Head of Environment (Operations), Head of Environment (Head of Place)

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August 2023

ENVIRONMENT DEPARTMENT

YEAR END SUMMARY

2022-23

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- Environmental Health
- Trading Standards
- Resilience
- Roads & Transportation
- Planning & Building Standards
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- Change, Business Intelligence & Digital
- Get To Zero
- Refugee Resettlement
- Major Capital Projects
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- Property Services & Technical Services

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Environment Department – Neighbourhood Services 2022-23

Summary	Neighbourhood Services is an integrated suite of service areas comprising: Cleansing and Recycling, Parks and Open Spaces, Cemeteries, Street Cleaning and Fleet/Transport. Throughout 2022/23, the service continued to maintain the delivery of essential frontline services to all residents in the areas of Cleansing and Recycling. There was significant financial investment in Parks and Open Space assets across the district and the scores in the recent Citizens' Panel Survey 2022 remained high with the majority of respondents rating services positively. In addition, the Service was recognised nationally as the UK's Most Improved Service for Vehicle Maintenance and nominated in Most Improved for Street Cleaning Category by the Association of Public Service Excellence (APSE).
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> • Four play park upgrades, replacement synthetic pitch at Mearns Castle and improved lighting and fencing. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Continued high standard of maintenance in parks and open space and an improvement in street sweeping satisfaction (65% Citizens Panel 2022, 52% in 2019). • Green flag and 4* tourist attraction (Visit Scotland) status maintained for Rouken Glen Park. • Many more events facilitated for public including Foodies Festival, Rouken Glen Beer Festival and Remembrance Services. • Returned to top of the recycling league table for Scottish local Authorities (58.1%, national average 42.7%). • Continued working with Clyde Valley Partnership to maximise recycling/reuse and minimise the need for landfill.
Efficiency	<ul style="list-style-type: none"> • Overall budgets were on target but waste processing costs are escalating and proving to be challenging. • Neighbourhood Services integrated model has had its first year without Covid-19 disruption and the multi-skilling of workforce is now progressing. • The digitisation of many processes are working well and reducing the need for paperwork. • APSE Performance Network Most Improved Service winner for Vehicle Maintenance. • APSE Performance Network Most Improved Service nominee for Street Cleaning.
Customer	<ul style="list-style-type: none"> • Citizens Panel scores remain high across all services with the majority of respondents rating them positively. • Undertaking school & nursery presentations on issues such as litter and recycling. These had been well received pre-Covid and education establishments are delighted to have them resumed. • 41 community litter picks took place by local established community groups such as Boys Brigade and Beautiful Busby Village. The creation of an online form to request equipment has made community litter picks more accessible for all residents and groups.
People	<ul style="list-style-type: none"> • Post-Covid investment in staff training with more training being provided by external contractors and a focus on staff become multi-skilled.

- Movement of several staff to promoted posts as per the succession planning model for Neighbourhood Services.

Environment Department – Prevention Services 2022-23

Summary	Throughout 2022/23 Trading Standards continued to lead nationally on scam prevention to keep residents and businesses safe. This complements statutory weights and measure inspections and enforcement work with partners such as Police Scotland. The service also responded as required by Animal and Plant Health Agency to issues surrounding avian influenza and locally to any other animal health concerns.
Outcomes	<p><u>Strategic Outcomes - Outcome 1</u></p> <ul style="list-style-type: none"> • Approx. 1,100 Child Safety in the Home Packs issued. Interest from Scottish Government related to Safety at Home project (Keeping Infants Safe). <p><u>Strategic Outcomes - Outcome 4</u></p> <ul style="list-style-type: none"> • New initiative “Building Consumer Confidence” launched. A Doorstep Fraud Prevention Officer was employed via Local Authority Covid-19 Economic Recovery (LACER) funding for 2 years. This is to help protect residents from doorstep fraud via doorstep patrols, identifying fraudsters and supporting genuine traders. • Developed Doorstep Cameras Prevention project to protect vulnerable residents from doorstep fraud – 100 were procured in 22/23. • Reached over 1 million nuisance and scam calls blocked. • Scam prevention work recognised nationally as “best practice”. Trading Standards contacted by several local authorities across the UK looking for advice on adopting similar approach.
Efficiency	<ul style="list-style-type: none"> • Supported petrol measures and pricing checks and engaged with wider departmental plans to ensure fair and accurate eco-deals and sales pitches are being offered to our residents. • Attracted external funding totalling £160k to develop prevention projects and fund posts. • Cost-benefit savings for Call Blockers estimated at £10-£45 saved for every £1 spent (True Call Toolkit Calculator). • 3 Prevention Posts are externally funded.
Customer	<ul style="list-style-type: none"> • Joint report submitted to Procurator Fiscal with Police Scotland related to home maintenance fraud (6 accused). Detailed advice to customers, prevention talks and events attended plus online advice and signposting updated. • 90% of residents reported that the ‘Confidence at Home’ pack and call blockers helped them to stay safe and independent at home. 97 additional call blocker units were fitted in 22/23 the total estimated cost benefit was £627,369 in the financial year. Over 1 million nuisance and scam calls have been blocked as a result of the project. • 49 doorstep cameras were fitted in 22/23. Vulnerable residents reported an average 60% increase in how safe they feel at home following the installations.

	<ul style="list-style-type: none">• Every new born baby in East Renfrewshire given a 'Child Safety' pack and 15 safety gates were fitted to homes. Our Safety at Home projects have been highlighted at a national level and are being introduced by numerous other local authorities as best practice.• Completed Bikeability programme for 2022/23.
People	<ul style="list-style-type: none">• New intelligence database (IDB) is operational and staff fully trained in its use.

Environment Department – Roads and Transportation 2022-23

Summary	<p>During 2022/23 the Roads Service delivered a £3.35m revenue programme of routine and structural maintenance and a £4.87 capital programme of work. Work continued to replace street lighting lanterns with more energy efficient LEDs and grant funding from Sustainable Transport Scotland (Sustrans) and Strathclyde Partnership for Transport (SPT) allowed the delivery of active and sustainable travel improvements across the network. The new asset management system went live along with mobile working for staff. Work progressed on the Local Transport Strategy and with City Region partners to develop an Electric Vehicle Charging Strategy.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 51 carriageway and 13 footway resurfacing schemes completed – schemes continue to be prioritised based on agreed criteria. • Overall condition of the road network which should be considered for treatment improved from 37.3% in 21/22 to 35.4% in 22/23. • 6 new footway links were installed along with 4 new footway build outs and 1 pedestrian refuge to encourage sustainable travel. • 18 bus shelters were improved with 8 real time passenger information units installed and solar illumination being retrofitted to 10 shelters. • Grant funding was used to provide a new 650m length of shared footway/cycleway at the south end of Ayr Road and design and construction of Phase 2 of this project is well underway. A 700m length of widened footway was also provided on Waterfoot Road. • A total of 6,810 potholes were repaired - 98% of road defects were repaired within target times (100% of Cat 1). 116 lighting columns were replaced. • Work progressed with City Region partner authorities to develop a strategy for the expansion of the EV charging network. • The development of the new Local Transport Strategy progressed with public consultation now due to start in June 2023. • Successful with Sustrans funding bids for feasibility/concept design of active travel route improvements on Ayr Road/Fenwick Road, Clarkston Road and Davieland Road.
Efficiency	<ul style="list-style-type: none"> • 2,138 street lighting lanterns were replaced with LEDs in 22/23, now over 85% of lanterns are LEDs. Energy consumption has reduced by almost 16% compared with last year. • The new asset management system (WDM) went live in April 2022 with mobile working technology working well for both manual and office based staff, providing smarter working and better data recording and reporting. • The new interface between Integra and Profess (the Roads costing system) is working well and has reduced double-handling of most purchase orders and invoices. • The newly optimised winter treatment routes working well - driver familiarisation continues with minor route adjustments to ensure target response times are met.
Customer	<ul style="list-style-type: none"> • Work is ongoing with IT to develop an interface between GOSS (the customer relationship management system) and WDM to help improve customer feedback in response to fault reporting.

	<ul style="list-style-type: none">• A Best Practice Guide for Residential Roads was approved by Cabinet and issued to developers – work has progressed on a Good Practice Guide for Roads Construction Consents which will provide further advice in respect of construction specifications and details
People	<ul style="list-style-type: none">• Two roadworkers gained their HGV licences allowing them to carry out winter maintenance driving duties.• Two office-based staff continued their day release HNC and Degree level training.

Environment Department – Planning & Building Standards 2022-23

Summary	The Planning team 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.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 132 new build affordable housing units added to the supply in 2022/23. • National Planning Framework 4 (NPF4) adopted and is now a critical document in shaping the spatial strategy for Scotland over the next 20+years and East Renfrewshire’s emerging Local Development Plan 3. • £4,134,173.52 in development contributions were brought in during 2022/23 for education, community facilities, parks and open space, roads and transportation, paths and access and green network (Dams to Darnley Country Park). • Preparation of the Local Heat and Energy Efficiency Strategy (LHEES) is underway. • Preparation of the Council’s Food Growing Strategy is also underway and identifies reasonable steps to provide sufficient land for food growing purposes.
Efficiency	<ul style="list-style-type: none"> • Procedures put in place to enable discretionary charging for pre-application planning advice, non-material variations and discharge of conditions from 1st April 23. • A reduced schedule of Planning Application Committee meetings has released officers to undertake other duties. • Ongoing collaboration in relation to Scottish Government’s transformational Digital Planning Programme which will improve online Planning and Building Standards systems, customer experience, access to data and greater opportunities for collaboration and engagement.
Customer	<ul style="list-style-type: none"> • Consultation undertaken on LDP2 Supplementary Guidance -Development Contributions, Affordable Housing, Green Network & Householder Design Guidance. • Preparatory work undertaken to establish how communities and other stakeholders want to engage on LDP3 preparation. The responses received to these surveys will help inform the 'Development Plan Scheme and Participation Statement'. • Building Standards were appointed as a building standards verifier for a 6 year period until 2029. Scottish Government acknowledged the improvements that the Building Standards team has made in relation to performance, investment in staff and IT and customer satisfaction. • Building Standards provide a 365 days out of hours emergency call-out service • Planning and Building Standards provide a Duty Officer 5 days per week and access to officers can be via email, telephone, MSTeams and face to face. • 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"> • 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"> • Posts have now been filled across the service which has had a positive impact on performance. 1 vacancy remains within the Strategy Team and the appointment of specialist support to address the requirements of NPF4 and other elements of the 2019 Planning Act is being investigated. • Internal information sessions programmed to be delivered across the service to allow a fuller understanding of the work of other colleagues e.g. City Deal, Get To Zero. • 4 Elected Member information sessions on Planning and the Role of Elected Members, the Local Development Plan, Affordable Housing, Development Contributions and Education were delivered

Environment Department – City Deal and Infrastructure 2022-23

Summary	The City Deal and Infrastructure team lead the development and delivery of major regeneration and infrastructure projects for ERC over the next 5-10 years.
Outcomes	<p><u>Strategic Outcomes – Outcome 3</u></p> <ul style="list-style-type: none"> • New Rail Station at Barrhead South: Transport Scotland endorsed the detailed Scottish Transport Appraisal Guidance (STAG) in February. Commenced preparation of Outline Business Case for approval by Glasgow City Region Cabinet in August 2023. • Aurs Road Realignment: Land deals and leases completed. Tender prepared. Commenced preparation of Full Business Case for sign off by Glasgow City Region Chief Executives' Group in October 2023. • The Greenlaw Works: First tenants moved in August 2022 and currently 85+% occupied. Proposals for co-working and incubation facilities are progressing. • Crossmill: new retail park in development with 6 major retailers. • Completed third party land deals required to progress the £44million City Deal Fund for ERC. • Delivered the £2.6m Levern Water Restoration project in Carlibar Park.
Efficiency	<ul style="list-style-type: none"> • Two team members successfully completed training in NEC4 contracts which will improve efficiency in managing on-site contracts.
Customer	<ul style="list-style-type: none"> • Land value uplift in Barrhead South as a direct result of completed and ongoing City Deal & ERC funded projects. • New Barrhead retail park expected to boost economic growth and provide in the region of 150-200 jobs. • Private land deals and leases agreed will enable works to improve access to Dams to Darnley Country Park including a new promenade on Balgray Reservoir, new active travel routes and other visitor facilities. • Whitelee and Dams to Darnley park delivered 185 events with over 5,870 participants, 27% of these were educational visits with 1,700 participants.
People	<ul style="list-style-type: none"> • Monthly team meeting, weekly review meetings for each project, monthly review meetings with Whitelee and Dams to Darnley park managers. • Successfully recruited two Park Rangers to replace staff who had moved on. • Two unsuccessful attempts to recruit Project Manager.

Environment Department – Economic Development 2022-23

Summary	<p>People, Place and Business teams continue to work with a wide range of stakeholders.: People – The team provides employment support to local residents and young people, helping them move from unemployment into vocational training, employment and self-employment through joined-up support. Place – The team supported the delivery and official opening of the Cowan Park Gate Lodge, a community enterprise hub in April 2023 and the ongoing development of Local Action Plans. These will inform the transformation of towns and neighbourhoods across the authority. Business –Grant offering to local businesses was increased, including provision of support to business to progress towards net-zero targets. A focused client management approach with Scottish Enterprise in supporting local businesses to grow is being developed.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> • 220 people supported into work by Work EastRen. • Work EastRen have also been 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. 23 people were supported into employment, 2 were in FE/HE, 6 passed accredited training and 1 was in a short-term work placement. • Successful delivery of No One Left Behind (NOLB) Programmes to priority groups including job creation programme for Long Term Unemployed (LTU) across a range of partners. 148 people have moved into employment across the NOLB programme. For the LTU programme, 29 placements were created. • The team has also worked with businesses at the new Glasgow Road Retail Park in Barrhead to secure jobs for local residents. To date, 36 Work EastRen clients have secured work with 4 employers. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 193 business start-ups were supported. • The Scotland Loves Local card was rolled out. This supported over 4,500 residents and brought in £450,000 spend to the local economy. • One local business was provided with dedicated procurement support to help win a contract worth £300,000. • Grant provision to local businesses was increased, including support for climate action activities. 8 businesses were supported with a total value of £54,350 in grant funding. • Completion and opening of Cowan Park Enterprise and Community Hub • Successful delivery of Placed Based Investment Programme 2022/23 which supported a wide range of local initiatives including Cowan Park bandstand refurbishment, Busby play park and Town Centre digital signs. The programme supported 8 projects with a total value of £553,000. • East Renfrewshire was promoted via Shop Local campaigns.
Efficiency	<ul style="list-style-type: none"> • Community benefits from Heron Bros. at Neilston Learning Campus provided 8 new jobs, 4 modern apprenticeships, 1 foundation apprenticeship and over £5,000 in community donations

	<ul style="list-style-type: none"> £2.7m was secured from UK Shared Prosperity Fund programme to support employability, business and place regeneration; £760,000 was awarded for NOLB activities and £551,100 was awarded through Place Based Investment Programme
Customer	<ul style="list-style-type: none"> Ongoing delivery of Local Action Plans & 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 and opening of employability suite at Dunterlie Resource Centre Newton Mearns Town Centre improvements stakeholder engagements
People	<ul style="list-style-type: none"> Delivery of service via hybrid model. Staff have attended wide range of training including Delivering an Inclusive Transition towards Net Zero, HM Treasury Green Book, Bidding for UK Shared Prosperity Fund.

Environment Department – Housing Services 2022-23

Summary	<p>At the end of 2022/23 the housing management system went live with a new core IT system (NEC Housing). This project has been delivered successfully as a result of dedication and hard work by staff at all levels of the service. The new system provides a modern, efficient system for staff and a better digital offering for customers. The next phase of development will enhance performance reporting capability for the service, self-serve facilities for customers and interfaces to other corporate systems.</p> <p>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 is adding much needed homes to council stock. However, the service continues to face unprecedented demand for settled and temporary housing both from the general waiting list and homeless households. The general waiting list had around 2,800 households in 2018/19 and now sits at over 6,000, while around 440 homeless applications were made.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 132 new affordable homes have been delivered with partners during 2022/23, a total of 344 against the strategic target of 270 affordable homes from 2017-23. • 94 (71%) of these have been via the Council New Build Programme, a mix of 1-4 bedroom homes, including wheelchair and ground level accessible homes, meeting a range of needs amongst very significant demand and a shortfall of affordable homes to meet resident's needs. • £5 million of investment was made in capital improvements for tenants in 2022/23, covering a range of works including new kitchens and heating systems upgrades. <p><u>Strategic Outcomes - Outcome 4</u></p> <ul style="list-style-type: none"> • 13% of new affordable homes in 2022/23 were designed for wheelchair users or are adaptable for a range of needs, against an annual target of 10%. All social rented homes are also built to Housing for Varying Needs Standards.
Efficiency	<ul style="list-style-type: none"> • Rent lost through empty homes (between tenancies) was 0.96% of rent due in 22/23 - down from 1.4% in 21/22 and 1.7% in 20/21. These results were from considerable effort sustained this year to turn repairs and lettings around efficiently, a key focus of improvement for the service to provide value for tenants' rent money. • Gross rent arrears reduced to 7.36% of rent due from 9.95% in 2021/22. The development of detailed performance data and targets at local neighbourhood patch level have supported post-pandemic improvements in rent collection. Some tenants have received cost of living support which in turn also positively impacts rent payment.
Customer	<ul style="list-style-type: none"> • 103 families experiencing hardship (i.e. choosing rent, heating or eating) were assisted using £127,200 of LACER funding, which provided rent relief over winter to ensure homes could be kept warm to those suffering real poverty such as students with young children and working families just over the threshold for benefits. • A regular schedule of Neighbourhood Inspections has been reinstated, whilst also trialling local housing "surgeries". The creation of a new patch team of 10 Neighbourhood Housing Officers means that local presence and ease of access is being prioritised in order to better support tenants' need.

	<ul style="list-style-type: none">• The Home Energy Saver Scheme was introduced over winter to provide free and practical assistance to residents struggling with the cost of living, and looking to reduce energy bills. 173 households received a home energy check, while 69 others received advice and works via Care and Repair's Winter Initiative.
People	<ul style="list-style-type: none">• Training on the management of dampness and condensation with Chartered Institute of Housing was delivered as part of staff professional development, following a high profile national case of a young child's death due to respiratory illness caused by the conditions of his home. This focused on practical advice and solutions, and staff confidence in supporting tenants living with excess condensation in the home, in many cases exacerbated by the cost of living crisis.

Environment Department – Change and Governance 2022-23

Summary	The Change, Business Intelligence & Digital teams continue to support key customer and process improvement projects across the Environment 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.
Outcomes	
Efficiency	<ul style="list-style-type: none"> • Implemented Phase 1 of new NEC Housing Management System. • Implemented new pitch bookings system. • Implemented new digital cemeteries management system, using existing software to provide a full suite of administration for burial records & management, including tople-testing. • Built an issues reporting system for Neighbourhood Services operatives and created a ‘missed bin’ dashboard to identify hot-spots/recurring problems to address. • Created a roads/pavements faults dashboard to provide easily accessible information to customers/officers. • Implemented a short-term lets management system to meet new legislative requirement. • Successful upgrades including: Idox Document Management System bringing enhanced functionality to Planning and Building Standards sections and various server upgrades supported, in conjunction with ICT.
Customer	<ul style="list-style-type: none"> • 100% of all internal service requesters who returned satisfaction survey said that they were either satisfied or very satisfied with the four development stages: initial contact, planning, build and implementation stages. • The Environment Department received 547 complaints in 2022/23. The data shows we have achieved the 5 working day target to respond to frontline complaints with an average time of 4.39 days. The average time to respond to investigation complaints was 18.36 days, within the statutory target of 20 working days. • During 2022/23, the department dealt with 510 Freedom of Information requests (519 in 2021/22), 95% of which were responded to within the statutory 20 working day timescale, an improvement on the previous two years of 87% (2021/22) and 76% (2020/21).
People	<ul style="list-style-type: none"> • Digital and BI teams have provided full user training for a number of systems implementations and upgrades. • Training to support a Complaint Process Improvement Plan” provided to Customer Relations team by Scottish Public Service Ombudsman (SPSO). Plain English training was also delivered to key staff involved in customer responses. • Stage 1 of cross-skilling Business Intelligence team to reduce single points of failure has been completed. ERSI and Idox/Uniform systems now have basic system support provided by at least two people.

Environment Department – Get to Zero 2022-23

Summary	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 publication in 2023/24. Carbon reduction actions are currently underway across a variety of services and the GTZ team's role is to support, track and report carbon emissions as per the Scottish Government's Climate Change Duties of Public Bodies Reporting Requirements.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> Reduction in Council operational carbon emissions - 9.9% reduction from baseline year 2019/20 to 2021/22 (emissions reporting is a year in arrears).
Efficiency	
Customer	<ul style="list-style-type: none"> 2022 Citizens' Panel Survey: 75% feel that climate change is an urgent and immediate problem; 64% of respondents indicated that they are more concerned about climate change now than was the case 12 months ago; 85% report having made changes in the last 2 years to reduce their climate impact and feel able to make changes over the next 12 months.
People	<ul style="list-style-type: none"> Recruited 6-month intern (now extended for 6 months) Carbon Data Project Officer.

Environment Department – Refugee Resettlement 2022-23

Summary	<p>The Resettlement Team was established to provide resettlement and integration services to the significant numbers of Ukrainians arriving in East Renfrewshire, as a result of fleeing the war in Ukraine. The small team also supports local residents that are hosting Ukrainians in their homes and in the latter half of the year, has assisted many Ukrainian guests to move on from hosted arrangements into social housing and private lets. The team also supports Unaccompanied Asylum Seeking Children and the UK Government's Afghan Relocation schemes. Refugees require support from key council services and the Resettlement Team provides a coordinating role in ensuring that refugees arriving in the area are able to access services from education to employability, from money advice to healthcare.</p>
Outcomes	<p>Strategic Outcomes- Outcome 3</p> <ul style="list-style-type: none"> • All refugee arrivals under government resettlement schemes have been assigned with a case worker to help with integration into the local community. Arrivals under family visas have been able to access services when they have made contact with the team. • All Ukrainian refugees being hosted in private homes have benefitted from safety and suitability checks being undertaken. • All hosts of Ukrainians have been provided with support from the Resettlement Team.
Efficiency	<ul style="list-style-type: none"> • Implemented case management system to allow for efficient management of clients and support SG and Home Office reporting processes.
Customer	<ul style="list-style-type: none"> • 104 Ukrainians (56 families) & 53 hosts have been provided with support since April 2022. 76 individuals (42 families) still living in the area. • Supported 27 families to move on from hosted or temporary accommodation. • First Afghan family arrived in November 2022. • 206 background/police checks and over 100 property checks undertaken to ensure safety/suitability for Ukrainians in hosted accommodation. • All refugees registered with key services required including NHS, ESOL, Universal Credit with several clients supported into jobs, training and college courses.
People	<ul style="list-style-type: none"> • The Resettlement Team is funded by The Home Office and Scottish Government over a two year period, now in its second year. A priority for the team is to secure future funding for ongoing support for refugees settled in the area. • The Resettlement Programme Manager leads a Resettlement Working Group, including colleagues from Housing, Education, HSCP, Adult Learning Services, Employability, MART, Environmental Health and Voluntary Action.

Environment Department – Major Capital Projects 2022-23

Summary	During 2022-23 the Major Capital Projects team continued to provide effective support to council services including Education and the East Renfrewshire Culture and Leisure Trust (ERCLT) to develop physical assets that enable services to deliver better outcomes for all customers and residents. This work includes 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 e.g. the proposed new Neilston Leisure Centre.
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> • Continued the development and implementation of the new and proposed schools for Education including the ongoing construction of the Neilston Learning Campus, with phase one (occupation) on target for completion prior to Christmas 2023, with final completion of external works due in August 2024. • Development of projects to enable applications to the third round of the Learning Estate Investment Plan to The Scottish Future Trust. • Current projects for ERCLT include the re-design of proposals for the Eastwood Leisure Centre and consideration and feasibility of options for improved leisure facilities in Neilston. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Working with the Get to Zero team and Property Services on the implementation of sustainable technologies within current and future projects.
Efficiency	<ul style="list-style-type: none"> • Undertaken careful management of inflationary pressures on construction costs. For example, in our current active contract for Neilston Primary Schools and Nursery this is managed to the contract value by the contractor, inflation being the contractor's risk. In addition, a number of items supplied by ERC were assessed to take inflation into account at project start. With regard to projects under consideration, an appropriate allowance is made for inflation in budget costs and regularly updated.
Customer	<ul style="list-style-type: none"> • Staff and pupils from both Neilston's current primary schools were closely involved in the design process and continue to be involved through visits and a live connection to on-site cameras to watch the building take shape.
People	<ul style="list-style-type: none"> • Low absence levels within the team.

Environment Department – Health and Safety 2022-23

Summary	During 2022/23 the Corporate Health & Safety Unit (CHSU) supported staff from across the council with advice and training. A considerable amount of training was delivered by the team to address the backlog of training requirements resulting from Covid-19 disruption. The team reinstated the Council's audit and inspection programme (also disrupted by Covid-19) and continued to develop a new digital H&S management system.
Outcomes	
Efficiency	<ul style="list-style-type: none"> • The new digital H&S system which was implemented April 2021 continues to be developed by the CHSU. This system is used by CHSU to monitor the live position of health and safety arrangements within departments. 2022/23 saw the completion of the task to add all ERC Departmental Health and Safety Risk assessments to the system, replacing legacy paper processes. • CHSU team work on a hybrid basis conducting necessary site visits from home-base in the main, with short periods of office based work. • Reinstated the council's audit and inspection programme after the break due to Covid, completing 29 audits and 29 inspections across council property. • Delivered the fire risk assessment programme for council property and services with 26 fire risk assessments of council occupied buildings and 7 fire risk assessments of leased council property completed.
Customer	<ul style="list-style-type: none"> • Worked with the Council's occupational health provider to deliver screening services including audio and hand/arm vibration testing to ensure the health of service employees is monitored. • Delivered 91 face-to-face training requested by departments to deal with the backlog of needs created by the pandemic. • Ensured that every council property and where applicable service has an up to date first aid assessment in place. • Provided up to date health and safety advice for all council services. • Deliver the vibration management plan for relevant council services. • Delivered an upgrade to the council's lone worker device solution and trained all necessary staff in its use. • Provided a health and safety training matrix for every service of the council identifying staff health and safety training needs and refresher period requirements to ensure compliance with health and safety legislation. • Identified all services without risk assessment on the health and safety system and targeted those services with support to deliver compliance with the councils risk assessment policy arrangement.
People	<ul style="list-style-type: none"> • Supported council employees and others affected by their work activity to be safe and healthy through provision of training. • Conducted a survey which identified the location of all defibrillators and their status in council properties.

Environment Department – Property and Technical Services 2022-23

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 buildings to ensure they are safe and compliant, Technical Services deliver refurbishment projects across the council estate, including school extensions.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Major ventilation works were completed at St Luke's High School which will improve air quality for occupants. • 765 new Co2 and temperature monitors were installed in non-teaching areas within our schools. This assists with air quality management. Temperature data will be vital for future heating assessments required to inform energy efficiency improvement and low/zero carbon heating installations to meet net-zero targets. • Statutory compliance checks completed for all ERC properties ensure that all buildings are safe
Efficiency	<ul style="list-style-type: none"> • . • Corporate Asset Management Plan (CAMP), Open Space Asset Management Plan (OSAMP) and Fleet Asset Management Plan (FAMP) approved. Work continues on finalising remaining Asset Management Plans with finalisation of Property Asset Management Plan (PAMP) expected end September 2023. These plans guide, prioritise and communicate actions that will be undertaken. • Finalised concept proposals for refurbished Barrhead Offices were approved in February 2023 with a project budget of £1.8m. with expected start on site date of January 2024 and completion scheduled for June 2024. • Gas infrastructure for buildings was surveyed and improvements targeted which will produce savings over next 2 years. • New IT equipment configured and delivered for Technical Services. • The vacant and derelict Cowan Park Gate Lodge was refurbished using external funding and passed to a local social enterprise to manage and provide a hub to serve the community. • The Dickie building is in process of being let to ERCLT after being empty for 7 years.
Customer	<ul style="list-style-type: none"> • The requirement to provide extended free school meals means that enhancements to school kitchens are required. Programme planning is progressing well despite timescale and budget challenges with the first project completed. • Working with Scottish Government to improve understanding of how to achieve better ventilation in schools? • The summer capital programme of work for Education was completed successfully. This comprised 35 projects to be undertaken over the 8 week period of school closure and included fire door upgrades, window renewals, roof replacements and a synthetic pitch upgrade. • The refurbishment of St. Andrews' House to improve client consultation/treatment areas was completed. • Scottish Government core facts completed and uploaded for Education properties.
People	<ul style="list-style-type: none"> • Construction Design and Management Regulation Refresher Training undertaken by relevant staff.

	<ul style="list-style-type: none">• Fire Safety Audit training undertaken to supplement extant skills and enable higher safety standards to be implemented.• The teams continue to be challenged by labour market shortages, staff vacancies and this is resulting in limited training time and opportunities for exiting staff. Despite this a new Principal Officer, Team leader and Asbestos Compliance Officer for Property were recruited.
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