

EAST RENFREWSHIRE COUNCILCABINET23 September 2021Report by Director of EnvironmentENVIRONMENT DEPARTMENT END YEAR PERFORMANCE REPORT 2020-2021**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Cabinet with a summary of the 2020/21 end year performance of the Environment Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2020-23) and other key departmental management information. The full data report is attached in Appendix 1.

**RECOMMENDATIONS**

2. It is recommended that the Cabinet scrutinise and provide comment on the Environment Department's end of year performance for 2020/21.

**BACKGROUND**

3. This report contains data on progress against the department's key performance targets and on its contribution to the Council's strategic outcomes. The full department data report for the year 2020/21 is included in Appendix 1.

4. Performance summaries for each of the services is provided below.

**REPORT**

5. The Environment Department has generally performed well throughout 2020/21. COVID-19 and associated restrictions have had and continue to have an impact on the services we deliver and upon our staff. The Department played a critical role in the Council's response to COVID-19 to keep people safe whilst continuing to provide essential services. Teams adapted very quickly to varying and unpredictable challenges related to hardware, software and staffing resource. For many of our services their focus and priorities changed suddenly. Despite this, the Department has met or exceeded the majority of its targets. However, some areas of performance and planned activities were not met as a result of COVID-19 and the restrictions.

6. Overall there was a 14% reduction in the total number of complaints received in 2020/21 compared to the previous year (837 to 720 in 2020/21). There was a 15% reduction in the total number of Stage 1 complaints received compared to last year (812 to 686 in 2020/21), however, our average response time was 5.1 working days (4.5 in 2019/20), slightly above the 5 working day statutory timescale. There was a 36% increase in Stage 2 complaints (25 to 34 in 2020/21). The majority were for Roads in relation to winter maintenance due to

the winter weather conditions in January 2021. Despite the increase, our average response time was 16.9 working days (12.6 days in 2019/20) remaining within the statutory target of 20 working days. Overall, 683 members' enquiries were received in 2020/21 (487 in 2019/20) an increase of 29%, although it is believed that the increase is partly due to better recording processes this year. The Department did not meet the target 5 working day response time for Member enquiries averaging at 8 working days to respond. The complex nature of some of the enquiries and COVID-19 related factors caused responses to take longer. Customer Relations will continue to send reminders to service areas and is an area for improvement in 2021/22. In total, 169 compliments were received, an increase of 24% compared to the previous year (129 in 2019/20), most services received an increase in compliments, Cleansing in particular seen a rapid increase during the pandemic restrictions.

7. COVID-19 has undoubtedly had an impact on our service delivery through reactive service changes due to COVID-19 restrictions, i.e. closure of Household Waste & Recycling Centres (HWRCs) and suspension of special uplifts. Staffing shortages and the requirement for remote working impacted the levels of customer contact and our response times to complaints. The Department's Customer Relations Team worked closely with all service areas of the Department ensuring social media and the Council's webpages were utilised effectively to inform our residents quickly of service changes. In addition, the team undertook complaint trend analysis to understand and address common complaint themes in order to drive down complaints. Also by running timescale monitoring reports, the Customer Relations Team support services to help ensure our timescales are met.

8. Sickness absence continues to be monitored and reviewed on a regular basis. During 2020/21, 9.8 days per employee were lost through absence in the Environment Department (target 12.3 days), a reduction from 13 days per employee in 2019/20.

#### Business Engagement, Employability

9. Throughout 2020/21 we have continued to support our local businesses and third sector organisations. The team, as well as volunteers from other services across the Council, worked hard to deliver the range of Covid-19 business grants to local businesses and the self-employed. This involved developing new systems, processes and compliance checks with very short deadlines as set by the Scottish Government. In total 2,962 grants worth £19.5m were distributed during 2020/21.

10. Business Growth and Business Gateway worked closely with Environmental Health, Trading Standards, Chamber of Commerce and the three Business Improvement Districts (BIDS) to help shape local response to COVID-19 and meet business community needs. Four COVID Response Groups were formed which kept businesses updated on the latest restrictions and provided practical advice and support for reopening including guidance on social distancing, risk assessments and information on free training and resources.

11. Despite the prioritised COVID-19 business grant work, the team continued to deliver against the ERC Economic Recovery Plan, with 25 businesses supported by Economic Development activity (45 in 2019/20) and our Shop Local campaign which launched in summer 2020. The team also supported 387 local residents and young people (538 in 2019/20), including those furthest from the labour market, from unemployment into vocational training through our 5-stage employability pipeline.

#### City Deal

12. City Deal capital expenditure in 2020/21 was £1.8m, considerably lower than anticipated due to delays in projects due to both the pandemic and slow responses from statutory bodies. The Balgraystone Road upgrade is complete and open and the detailed

design of the delayed Aurs Road project is nearing completion. We continue to work with Scottish Water to deliver this project.

### Neighbourhood Services

13. The integrated Neighbourhood Services model has enabled the service to be more flexible in the deployment and management of the workforce which has been essential during the pandemic.

14. Neighbourhood Services continued to deliver a strong performance during 2020/21 despite the challenges and remained at the top of the recycling league table in Scotland for the fourth year in a row. The latest verified recycling figure was 67.8% (2019) above the national average of 44.9%.

15. The implementation of the Clyde Valley Residual Waste Project means that ERC now meets the requirements of the Waste (Scotland) Regulations 2012 which includes the banning of biodegradable waste to landfill by 2025. As part of the 25 years contract, the management of Greenhags HWRC and waste transfer station transferred to Viridor Ltd. in November 2020. Residual waste is now sent for energy recovery and produces low carbon electricity.

16. We continued to invest in our parks and open spaces with 15 improvement/new installation projects completed during 2020/21 including outdoor gym equipment at Crookfur Road and Aurs Drive, upgraded tennis courts at Cowan Park and a new, all-inclusive roundabout playground installed at Broomburn Park.

17. Our fleet is a vital component in delivering frontline services to our residents. The Transport service completed the Capital Fleet replacement programme for 2020/21 with 22 vehicles replaced.

### Roads

18. COVID-19 restrictions resulted in delays in construction work and changes to working practices but despite this the Roads Service delivered a £2.7m programme of routine maintenance, £1.2m programme of structural maintenance works and a capital works programme of £4.9m. The Council has seen a considerable improvement in relation to the condition of A class and B class roads over recent years (second and ninth best in Scotland respectively for 2020). However, our overall performance is brought down in relation to C class and Unclassified roads. Additional capital resources of £3m per year from 2019/20–2023/24 have been allocated. For 2021/22 road improvements will be concentrated on C class and Unclassified roads.

19. We continued to invest in energy efficient LED lanterns to replace our street lighting lanterns and thereby helping to reduce the Council's energy consumption. 1,246 street lighting lanterns were replaced with LED lanterns meaning that 70.8% of our lanterns are now LED.

20. Our work with schools to promote and encourage active travel was curtailed in 2020/21 due to COVID-19 restrictions. However, surveys show an increase in pupils walking or cycling to school from 41.7% (2019/20) to 46.8% in 2020/21. Temporary segregated cycle lanes were established on Ayr Road, Fenwick Road and Clarkston Road as part of COVID Spaces for People/Active Travel provision which aims to create a safer route for essential journeys and exercise.

21. Housing Services assisted the Council in its COVID response and provided humanitarian support including the delivery of food parcels. Staff also assisted with the processing of business grants. The performance indicators in Appendix 1 show a dip in performance as a result of the pandemic and COVID-19 restrictions. For example social distancing requirements and restrictions on entering tenants homes impacted on the ability to deliver the repairs service.

22. The number of homes meeting the Energy Efficiency in Scottish Social Housing (ESSH) standard rose from 79% to 93% in 2020/21.

23. Gross rent arrears at 9.5% is above the target of 6.5%. This reflects the ongoing Universal Credit impacts as well as the pause on active recovery of rent arrears through COVID-19 and related Scottish Government guidance on legal actions.

24. Throughout the pandemic the restrictions have varied on what repair works Housing Services could deliver. During the first lockdown the team assisted with food deliveries as part of the humanitarian response and quickly repaired empty properties so they could be used as emergency accommodation and undertook emergency adaptations to ensure residents with mobility issues could still live independently. When restrictions have been eased or lifted, the trade team worked to address any backlog of repairs that hadn't been permitted, ensuring all tenants were kept safe by following all COVID safety measures. Unsurprisingly, given this, the time taken to complete non-emergency repairs increased from 5.39 days to 6.2 days. However, performance remains strong within the sector and recovery of service is well underway.

25. The demand from homeless households increased significantly, with the 3-month suspension of house moves from March to June 2020 contributing to this. The number of households in temporary accommodation rose from 60 to over 90. Despite a significant increase in the demand for temporary accommodation and the challenges in providing effective support without face to face contact, Housing Services accommodated all those that required emergency accommodation.

### Planning

26. In the Development Management section, performance in some categories was adversely affected by the COVID-19 restrictions with IT limitations, the inability to undertake site visits and staff shortages. Overall performance in dealing with 'local developments', which is the vast majority of all applications, was 13 weeks (8.9 in 2019/20). Planning applications for City Deal and the Strategic Housing Investment Plan implementation continue to be processed as priorities.

27. The Local Development Plan 2 (LDP 2) is at the Examination Stage. A delay in the issue of the Examination Report by the Department of Planning and Environmental Appeals (DPEA) means that adoption of the LDP 2 is pushed back to late 2021 instead of Autumn 2021.

### Building Standards

28. Performance in the Building Standards team continued to be good despite the restrictions. The key performance target is 20 days to issue a first response to a Building Warrant application. In 2020/21 91% of building warrant applications were responded to within the target time of 20 days (85% in 2019/20). During the pandemic work protocols were introduced and the team ensured that inspection of building works and 24 hour emergency cover continued.

## Property and Technical

29. Property Services supported each Department's property needs throughout the pandemic, ensuring buildings were safe and compliant including ventilation guidance on reopening of buildings, safely closed and reopened construction projects in line with Government guidance, provided emergency services with contractors and conducted a risk assessment survey of over 3,000 rooms in 40+ school buildings. The draft Accommodation Strategy was not implemented due to COVID-19, however, a new strategy is being developed through The Way We Work Group which is assessing our future property needs which will inform the Accommodation Strategy.

## Health and Safety

30. The Corporate Health and Safety Team took on responsibility of procurement, storage, allocation and delivery of the PPE and sanitising products council wide. Following Scottish Government guidelines, the team carried out 108 COVID building risk assessments to ensure they were laid out and signed to meet the needs of protection for staff and members of the public, 65 of these have since been reviewed three times to keep up with the continuing changes to Government guidelines and restrictions. COVID risk assessments were also completed for the mass vaccination centre, the asymptomatic test centre and the humanitarian hub. 75 activity risk assessments were completed to assist the services who continued to work on the frontline. These assessments have been reviewed by Health and Safety Officers a minimum of six times and in some cases 18 times due to the changes in guidance and restrictions.

31. Despite all the additional work to the team that the pandemic outbreak brought, they managed to undertake significant work on the project delivery of the new health and safety management system INFO EXCHANGE, which went live across the council on 1st April 2021.

## Trading Standards

32. Trading Standards and the Prevention Team played a significant and critical role during the pandemic, creating a joint team with Environmental Health colleagues to deal with all related COVID-19 work. This included guidance to traders on trading restrictions, complaint handling, proactive compliance visits, assisting with the set-up of the testing and vaccination centres and assisting with calls to residents who were shielding.

33. The team also fulfilled other service delivery commitments where possible during 2020/21. Our Financial Harm Prevention Toolkit (accessed online with a printable version available) was launched locally at a critical time as Officers could not visit vulnerable households to install "Confidence at Home" packages. The toolkit is a self-help document with simple steps and useful information to advise residents on how to avoid scams. This has significantly contributed to the Scottish Government's National Scam Prevention Strategy. In partnership with The Royal Society for the Prevention of Accidents (RoSPA), Trading Standards developed a Child Safety in the Home Project (Under 5's) with over 1,500 safety packs circulated during the last year. With enhanced risk assessments and diligence the Bikeability project was delivered, in a revised format, to the Hub schools.

## Environmental Health

34. As mentioned above Environmental Health worked alongside Trading Standards and the Prevention Team to support COVID-19 work. This involved engagement with 1,986 businesses which were legally required to close. The team has also been required to physically inspect premises using bespoke checklists for industry sectors with 329 commercial premises assessed following COVID cases as notified by Test and Protect.

35. Alongside the COVID-19 work, the team maintained business as usual. 1,964 Public Health and Housing Service requests received (e.g. pest control, fly-tipping, public nuisance), 903 Commercial Premises service requests received, such as food business enquiries and workplace complaints, 63 Development Control consultations and routine air quality monitoring (23 sites). Food Standards Scotland suspended all Councils' inspection programmes from March to October 2020, therefore the backlog of Food Law Interventions will be a priority in 2021/22.

#### Publication of End Year Performance Information

36. The Environment Department's Performance Report will be posted on the Council's website in order that the public can view it.

### **FINANCE AND EFFICIENCY**

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

### **PARTNERSHIP WORKING**

38. 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**

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

### **CONCLUSIONS**

40. This report summarises a high level overview of the Environment Department's performance at end year 2020/21.

41. The information presented shows a generally positive picture, with progress being made in some areas. Despite the challenging year due to the impact of the pandemic, the Department has continued to deliver key services to our residents and businesses.

### **RECOMMENDATIONS**

42. It is recommended that the Cabinet scrutinise and provide comments on Environment Department's end of year performance for 2020/21.

Director of Environment

For further information contact Andrew Cahill, Director of Environment  
[Andrew.cahill@eastrenfrewshire.gov.uk](mailto:Andrew.cahill@eastrenfrewshire.gov.uk)

Convener contact details

Councillor Tony Buchanan  
(Leader of the Council)

Office: 0141 577 3107  
Mobile: 07976 360398

Convener contact details

Councillor Alan Lafferty  
(Convener for Environment)

Home: 0141 621 1113  
Mobile: 07812 214366

Convener contact details

Councillor Danny Devlin  
(Convener for Housing and Maintenance Services)

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

August 2021

BLANK PAGE



## APPENDIX 1:

## Environment Department Report

### End Year Performance Report 2020-21



## 1. Outcome Delivery Plan (ODP)

### 1. ODP Critical Indicators

#### Outcome 3.2 East Renfrewshire is a thriving place to invest and for businesses to grow




PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
City Deal Expenditure against approved Capital Plan (£m)	5.03	3.47	1.8	3.85		2020/21 was £1.8m. Considerably lower than anticipated due to delays in projects. Delays were due to the pandemic and slow responses from statutory bodies. No works are due to start on site until 2022.
Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice.	30	45	25	23		Target exceeded. 25 Business Development Grant applications submitted. 1,500 individual businesses supported through Covid-19 Grants.
The percentage of the road network that should be considered for maintenance treatment.	39.1%	35.5%	36.4%	43%		Target exceeded. Considerable improvement to the condition of A class and B class roads over recent years. However, our overall performance is brought down in relation to C class and Unclassified roads. Additional capital resource of £3m per year from 2019/20-2023/24 have been allocated. Ranking improved from 27th to 21 <sup>st</sup> place amongst Scottish Local Authorities.

#### Outcome 3.3 East Renfrewshire is an attractive place to live with a good physical environment


PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Additional units being brought into affordable housing supply (cumulative target over 5 years to reach 225 by 2022)	41	40	39	-		In progress, working towards cumulative target of 225 by 2022.

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
						34 new build RSL affordable homes by Link HA (5), Sanctuary (17) and Barrhead Housing Association (12), plus 5 properties purchased second hand by local residents through LIFT Open Market Shared Equity Scheme. 7 new builds built to accessible standard (21% of those built).

### Outcome 3.5 East Renfrewshire is environmentally sustainable

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Percentage of street lights which are LED	51%	56.7%	70.8%	63%		Target exceeded. 10,811 of 15,274 total lighting columns.
Percentage reduction in Council controlled carbon emissions (annual reduction compared to previous year).	13.6%	5.3%	N/A	2.5%		Update on 2019/20 data – 15,801 tCO2e (18/19) to 14,971 tCO2e (19/20)= 5.3% Awaiting 2020/21 data from external consultant.
% of total household waste that is recycled	66.2%	67.79%	N/A	60%		ERC ranked 1st 2019/20. ERC remain the top recycling council in Scotland for the fourth year in a row. Maintaining above average levels of recycling compared to all other Councils and consistently sitting above the target of 60% as set by the Scottish Government.


### Outcome 4.4 Residents live in communities that are strong, self-sufficient and resilient

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Additional units brought into the affordable housing supply (cumulative over 5 years) which are adapted or adaptable to lifetime needs	22%	8%	21%	10%		Target exceeded. 7 of 34 new homes built for affordable housing in 2020/21 were built to accessible standard.


## 2. ODP Critical Activities

### Outcome 1.2 Parents provide a safe, healthy and nurturing environment for their families


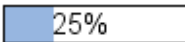

***Our contribution: Safer home environments***


Activity	Progress Bar	Due Date	End Year Update
Delivering targeted safety messages to parents to keep families safe	 100%	31-Mar-2021	Complete. Over 1500 safety packs circulated. Project in partnership with ROSPA.

**Outcome 2.4 Residents are as healthy and active as possible**
***Our contribution: Parks and green spaces offer residents a range of outdoor, healthy activities***


Activity	Progress Bar	Due Date	End Year Update
Improving the quality and ensuring variety in the type of open space and play/sports facilities on offer to our residents	 100%	31-Mar-2021	Complete. We continued to invest in new and maintain existing equipment to a high standard. Investments have included the purchase of outdoor gym equipment at Crookfur Road and Aurs Drive. Our tennis courts at Cowan Park have been upgraded and a new all inclusive roundabout playground was installed at Broomburn Playpark.

**Outcome 3.2 East Renfrewshire is a thriving place to invest and for businesses to grow**
***Our contribution: An environment in which new and existing businesses can grow***




Activity	Progress Bar	Due Date	End Year Update
Maximising the level of community benefit which arises from Council led procurement	 100%	31-Mar-2021	Complete. Economic Development worked together with Procurement to review and strengthen community benefits (CB) procedures during 2020/21. All CB clauses are now evaluated during tender evaluation. A new CB Wish List was introduced to allow communities to make requests for CBs.
Providing supplier development support to local businesses to increase their competitiveness and improve their potential for contracting opportunities	 25%	31-Mar-2021	Off track. Economic Development and Procurement teams continue to promote the Supplier Development Programme, however, no events were held due to Covid-19 restrictions.
Providing targeted business support to new and existing companies through our advice, grants and loans services.	 100%	31-Mar-2021	Complete for 2020/21. Good progress continues to be made in providing targeted business support to local businesses following the recently launched Grant Programmes (Growth New Start, Growth Company Development, Property Support, Micro Grant Scheme and SERI grant). Delivery of COVID Business Support Grants.

Activity	Progress Bar	Due Date	End Year Update
Delivering a range of business programmes including the priorities outlined in our Town Centre Action Plans in partnership with town centre partners such as the Business Improvement Districts.		31-Mar-2021	Slightly off track. A Town Centre Action Plan (TCAP) is being prepared which covers the 8 main town and neighbourhood centres. Funding is secured for several projects and these are soon to be under way. During the pandemic 4 Covid Response Groups were formed which assisted the Council in keeping businesses and communities updated on the latest restrictions and the easing of lockdown. The response groups also helped inform and develop the business <a href="#">Recovery Took Kit</a> and the <a href="#">Fast Renfrewshire business reopening advice page</a> providing practical advice and support for business reopening including guidance on social distancing, forms for enquiring about using outside space, risk assessment and information of free training and resources. These ran from July to November 2020.

***Our contribution: Key employment areas safeguarded for employment uses***

Activity	Progress Bar	Due Date	End Year Update
Providing accommodation and identifying sites to facilitate local business start-up and growth whilst promoting the development and diversification of the local employment base		31-Mar-2021	Complete. The successful completion of 10 light commercial units in Crossmill, Barrhead saw all units being occupied and provided the area with much needed commercial space. The remediation of the former Nestle / Purina site in Glasgow Road, Barrhead has allowed us to attract a major developer to develop a mixed use commercial development which will bring employment to the area. Greenlaw Business Centre provides flexible office accommodation to small and medium sized businesses.


***Our contribution: Improved road infrastructure and public transport links***

Activity	Progress Bar	Due Date	End Year Update
Delivering a range of City Deal projects including the construction of new business growth accommodation supported by new transport facilities and road connection improvements		31-Dec-2025	On track. Work continues on all City Deal Transport projects. Balgraystone Road upgrade is complete and open. The detail design of the Aurs Road project is nearing completion and we continue to work with Scottish Water to deliver this project. The new Rail Station is currently in STAG 2 and we continue to work with Transport Scotland for approval for the station. Feasibility work has been undertaken to explore the Lavern Valley Link Road project.
Facilitating a transport modal shift in order to enable more sustainable travel in line with a refreshed Local Transport Strategy		31-Mar-2021	Complete for 2020/21. We continue to deliver infrastructure improvements and invest in behavioural change initiatives supporting sustainable travel.
Prioritising our road asset investment according to the agreed criteria		31-Mar-2021	Complete. We continue to prioritise our investment and establish our road and footway programme of works in accordance with agreed assessment criteria. Our




Activity	Progress Bar	Due Date	End Year Update
			2020/21 planned works are complete and work has commenced on our 2021/22 planned works.

### **Outcome 3.3 East Renfrewshire is an attractive place to live with a good physical environment**



#### ***Our contribution: Clean, well maintained and accessible public places***

Activity	Progress Bar	Due Date	End Year Update
Maintaining public spaces and levels of cleanliness in public areas and open spaces to a high standard.	 100%	31-Mar-2021	Complete. We continue to apply our high standards of presentation and activity offering across our parks and open spaces. Grounds Maintenance, Upgrading of Equipment and Litter picking activity support the delivery of this standard. There has been investments in fencing, pathways across the district including the fencing at the waterfall area in Rouken Glen Park and the relocation of memento padlocks on to a new structure.

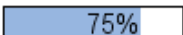
#### ***Our contribution: Development located on sites which can be accessed sustainably and meet the long term needs of the area***

Activity	Progress Bar	Due Date	End Year Update
Implementing the Local Development Plan with partners through the Action Programme.	 100%	31-Mar-2021	Complete for 2020/21. The Proposed Plan was submitted to Scottish Ministers for Examination in August 2020. It is estimated the Examination will be concluded by late 2021. An updated Action Programme accompanies the Proposed LDP2 and sets out how the Plan will be implemented.
Ensuring the provision of houses across all tenures to meet our housing land requirements	 100%	31-Mar-2021	Complete. During 2020/21 ongoing delivery of our Council House Build programme, delivery of homes by Housing Association partners and continuation of sites by private developers has continue despite some of the restrictions during the pandemic.
Applying a placemaking approach to deliver safer, accessible well designed sustainable places and environments	 100%	31-Mar-2021	Complete. A placemaking approach was used to determine appropriate improvements to town centres funded by the Scottish Government Town Centre Fund. Community stakeholders were involved in identifying projects and a multidisciplinary team was assembled to deliver the projects.

#### ***Our contribution: Improved open spaces and infrastructure that meets the needs of our visitors and residents***

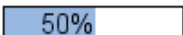
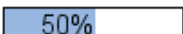
Activity	Progress Bar	Due Date	End Year Update
Using capital provision, development contributions and seeking other funding opportunities to improve the environment, facilities and infrastructure in local communities.	 100%	31-Mar-2021	Complete. Development Contributions of £2,167,330.51 have been received from 1st April 2020 - 31st March 2021.
Addressing infrastructure needs for current and future Local Development Plans	 100%	31-Mar-2021	Complete. An updated Action Programme accompanies the Proposed LDP2 and sets out how the Plan will be implemented and to co-ordinate development and infrastructure provision. The Development Contributions SPG will assist with the delivery of development and the provision of necessary infrastructure.

***Our contribution: An environment with improved services and facilities which meets the needs of the local community***




Activity	Progress Bar	Due Date	End Year Update
Taking a place based approach to working with our partners and communities to deliver improvements in infrastructure and services to meet local needs	 75%	31-Mar-2021	Off track. Early work has commenced on establishing the views of strategic partners and stakeholders around the formation of a regeneration plan for the Dunterlie Neighbourhood of Barrhead the approach will be both place based and person centred. The emphasis will be on the social rented properties which make up a significant proportion of the housing stock in the area which falls in SIMD lowest 5%. This work will culminate on a proposal for community engagement on a range of potential interventions aimed at addressing needs identified through this investigation and ongoing engagement.

**Outcome 3.4 East Renfrewshire is a great place to visit**

***Our contribution: An enhanced range of facilities and attractions for visitors and residents***

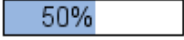
Activity	Progress Bar	Due Date	End Year Update
Facilitating a wide and varied programme of events and activities across East Renfrewshire.	 50%	31-Mar-2021	Off track. No events were able to run during 2020/21 due to the pandemic and restrictions. Focus was on maintenance and site improvements, whilst helping to manage an unprecedented increase in visitor numbers during 2020/21 and support informal access through Whitelee.
Maintaining our core parks to a very high standard and provide a variety of activities for residents and visitors.	 50%	31-Mar-2021	Off track. Due to the impact of the pandemic planned events such as the Playground Festival were unable to be hosted. For the year ahead the service is engaging with providers to re-plan events for when it is safe to do so.

***Our contribution: Effective promotion and marketing of our visitor attractions and facilities within East Renfrewshire and beyond***


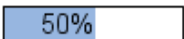
Activity	Progress Bar	Due Date	End Year Update
Implementing our Tourism Strategy 2020-25	 100%	31-Mar-2021	Complete for 2020/21. A Tourism Strategy and detailed action plan have been prepared to inform future work. The Strategy is now for the period 2021-2026 and addresses the impact of the Covid-19 pandemic.
Exploring opportunities to deliver a varied programme of activities to develop East Renfrewshire as a visitor destination	 100%	31-Mar-2021	Complete for 2020/21. A Tourism Strategy has been prepared to inform future work. Work on delivering the action plan is now under way. Future investment is programmed for Dams to Darnley Country Park and Cowan Park and we are working with external organisations and partners to promote the area. Work will focus on rebuilding the visitor economy which has been heavily impacted by the Covid-19 pandemic. The new Place branding and shop local campaign will support this work.
Continuing to promote our local business via our Shop Local Campaigns (Covid-19)	 100%	31-Mar-2021	Complete. A Shop Local campaign was launched in the summer of 2020.



**Outcome 3.5 East Renfrewshire is environmentally sustainable**

***Our contribution: Protection of material resources and waste minimisation***




Activity	Progress Bar	Due Date	End Year Update
Applying modern, sustainable digital solutions to our activities in order to maximise efficiencies of collection and to significantly reduce residual (household) waste being transferred to landfill	 50%	31-Mar-2021	Off track. Procurement challenges around the introduction of Route Optimisation Technology resulted in a delay and coupled with the pandemic has delayed this particular work stream. However, best use of digital via the use of social media was applied throughout the pandemic to communicate with residents about the waste collection and recycling service and to educate on the impact of costs to council as a result of poor waste separation and the resulting contamination.

***Our contribution: A reduction in the Council's energy consumption***


Activity	Progress Bar	Due Date	End Year Update
Ensuring our vehicles are maintained to a very high standard and all replacement vehicles meet low emission standards.	 100%	31-Mar-2021	Complete. Our Capital Replacement process is complete for 2020/21.
Increasing Council electric fleet availability across all locations	 50%	31-Mar-2021	Off track. Activity within Thornliebank Depot has progressed and further electric charging points will be introduced for staff. Beyond this location work has not progressed due to

Activity	Progress Bar	Due Date	End Year Update
			the impact of the pandemic but will progress in the year ahead.
Implementing capital projects across the Council's property estate to reduce energy consumption in our buildings.		31-Mar-2021	Incomplete for 2020/21. Capital Projects have been impacted by Covid-19. Technical Services are addressing and reassessing the Programme in light of Covid required works.
Ongoing replacement of all street lighting, lit street furniture and traffic signals with more energy efficient equipment.		31-Mar-2021	Complete. Progressed with our upgrade of street lighting with LED lanterns primarily on our main routes. During 2020/21 1,246 lanterns were replaced with LEDs and 86 lighting columns were renewed. 70.8% (10,811 of 15,274 total lighting units) of our lanterns are now LED and we have reduced our energy consumption by over 18% compared to 2019/20.

***Our contribution: The historic, built and natural environment is protected and development is directed to sustainable locations***

Activity	Progress Bar	Due Date	End Year Update
Embedding robust environmental policies within key Council strategies		31-Mar-2021	Complete. The adopted and Proposed Local Development Plan 2 are underpinned by a range of environmental policies which promote sustainable development and wider environmental protection and enhancement. The Council has also commenced preparation of a Local Heat and Energy Efficiency Strategy and will soon begin preparation of a Climate Change Strategy.
Promoting the provision of green spaces and multi-functional green networks to provide a sustainable natural environment for future generations		31-Mar-2021	Complete. The Proposed Plan promotes a compact strategy of consolidation and regeneration of the urban areas alongside a focus on protecting green spaces. The Proposed Plan seeks to protect, enhance and increase the amount and quality of greenspaces. This is clearly evidenced in Spatial Objective 1.4, Strategic Policy 1 and Policy D5. A Green Network Strategy (including open space audit) will be prepared as part of the Green Network Supplementary Guidance to support the delivery of green network priorities.
Reducing and managing flood risk through natural flood management, green network creation and through the use of SUDs (Sustainable Urban Drainage Systems)		31-Mar-2021	Complete. We continue to ensure that SUDs are incorporated in new roads constructed under Roads Construction Consents and are retrofitted in existing systems whenever possible.

***Our contribution: Sustainable procurement is promoted and integrated***



Activity	Progress Bar	Due Date	End Year Update
Procuring the Council's goods, works and services in a way that achieves value for money and generates social, environmental and economic benefits		31-Mar-2021	Complete. The Council aims to promote responsible procurement in the delivery of all its contracts from the start of the commissioning process through to the contract management and exit stage. This is achieved through affordable economic, social and environmental objectives that are



Activity	Progress Bar	Due Date	End Year Update
			relevant and aligned to Council priorities and embedded throughout the sourcing process.



**Outcome 4.3 Residents are protected from harm and abuse and public protection is safeguarded**

***Our contribution: Effective interventions are in place to protect people from harm***

Activity	Progress Bar	Due Date	End Year Update
Working in collaboration to identify, empower and protect residents at risk of financial harm	 100%	31-Mar-2021	Complete. Launched a Financial Harm Prevention Toolkit. Significant contribution to Scottish Govt scam prevention strategy.
Working in partnership with a range of organisations to ensure vulnerable residents are safe and secure at home	 100%	31-Mar-2021	Complete. Shared new Financial Harm Toolkit and Safety advice toolkit for keeping toddlers safe at home.


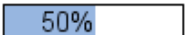
**Outcome 4.4 Residents live in communities that are strong, self-sufficient and resilient**

***Our contribution: Homes which meet a range of residents' needs and allow people to successfully remain/reside within their community***

Activity	Progress Bar	Due Date	End Year Update
Delivering new affordable homes which will meet a range of households' lifetime needs	 100%	31-Mar-2021	Complete. Work has continued on the delivery of a range of homes across tenures, affordable and private, in the last year delivering a mix of sizes, type of new homes across the authority. Included within this are homes being developed which are adaptable to longer term needs.
Enabling existing homes to be enhanced and adapted, to improve their physical and financial sustainability for householders	 100%	31-Mar-2021	Complete. The provision of adaptations to existing homes has been constrained by working directives during the pandemic. However, we have continued to prioritise the most critical adaptations work and devise solutions to allow this to be completed within the current situation.





**Efficiency: Our physical, information and financial assets are efficiently managed**

***Our contribution: Cost effective well managed physical and information assets, which support new ways of working***






Activity	Progress Bar	Due Date	End Year Update
Implementing the Capital Investment Strategy, founded on the Council's asset management plans		31-Mar-2021	Complete. Capital Investment Strategy approved. Property Asset Management Plans are being updated to ensure all tie to the same period. A refreshed overarching Corporate Asset Management Plan has been drafted and has been discussed through CAMG. This has clearer and stronger linkages to key Council Strategies and documents will be finalised by June 2021 with other Asset Management Plans being updated throughout the remainder of 2021/22.
Implementing an Accommodation Strategy to deliver an efficiently used retained estate		31-Mar-2021	A draft Accommodation Strategy was prepared, however, has not been implemented due to Covid-19. A new strategy is being developed through The Way We Work Group which is assessing our longer term opportunity to implement a hybrid working model alongside assessing our future property needs to inform the Accommodation Strategy. In the meantime, a Return to Work Property Strategy has been approved by CMT with a view to focussing on the short term Accommodation Strategy.

### 3. Local Government Benchmarking Framework indicators (LGBF) (where 20/21 data available)


#### Environmental Services

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
% of Class A roads that should be considered for maintenance treatment 10-12	17.2%	15.48%	17.3%	19%		Target exceeded. ERC ranked 2 <sup>nd</sup> .
% of Class B roads that should be considered for maintenance treatment 10-12	29.6%	26.27%	24.1%	27%		Target exceeded. The Percentage of B Class roads requiring maintenance treatment has continued to improve. ERC now ranked 9 <sup>th</sup> .
% of Class C roads that should be considered for maintenance treatment 10-12	34.5%	33%	31.2%	32%		Target exceeded. Slight improvement in percentage of C Class Roads requiring maintenance treatment. Ranking improved from 16 <sup>th</sup> to 14 <sup>th</sup> . (National average is 35.1%).
% of unclassified roads that should be considered for maintenance treatment	44.2%	39.9%	41.9%	43%		Target exceeded. ERC ranked 22 <sup>nd</sup> compared to 26 <sup>th</sup> in 2018/19.

#### Housing



PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5.8%	6.47%	9.5%	6.5%		ERC ranked 9th for 2019/20. Target not met. Gross Rent arrears are 9.5% of rent due and reflects ongoing UC impacts as well as the pause on active recovery of rent arrears through COVID and related SG guidance on legal actions.
Percentage of rent due lost through properties being empty during the last year.	1.4%	1.8%	1.8%	1.5%		ERC ranked 22 <sup>nd</sup> . Slightly above target. Void rent loss was 1.8%. There has been an added impact of prioritising voids to accommodate the needs of households during COVID, as well as bringing back into use some long term voids impacting on progress this year.
Percentage of stock meeting the Scottish Housing Quality Standard (SHQS).	97.4%	97.9%	91.4%	100%		ERC ranked 5 <sup>th</sup> . 91.4% met SHQS standard. Residual fails are primarily abeyances and exemptions. The drop in compliance this year from last reflects a change to the definition of compliance with energy efficiency standards in SHQS, which is aligned with the Energy Efficiency Standard for Social Housing (EESH). The impacted properties are being worked on through programmes for 2021/22 and should be brought back to SHQS compliance by the end of 2021/22.
Average time taken to complete non-emergency repairs	5.2	5.39	6.2	5		Target not met. Average time to complete non-emergency repairs was 6.2 days. The slight increase in time taken reflects the restrictions in carrying out non-emergency repairs at times during the pandemic guidelines during the last year. Performance remains strong within the sector and recovery of service is well underway. ERC ranked 5 <sup>th</sup> for 2019/20.
Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year  To improve relevance of this measure, the basis on which it is calculated changed in 2019/20 now based on progress towards meeting the EESH	74.41%	78.96%	93.0%	100%		Target not met. ERC ranked 19 <sup>th</sup> for 2019/20. The increase is due to a change in measurement but also through work undertaken towards December 2020 target to achieve 100% compliance of properties where possible.


## Economic Development

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
% Unemployed people accessing jobs via Council	29.9%	13.4%	7.5%	13%		ERC ranked 17 <sup>th</sup> for 2019/20. Target not met in 2020/21. 119 assisted into jobs during 2020/21

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
funded / operated employability programmes						(7.5%). Covid-19 restrictions have had a significant impact on meeting target.


## 4 Customer

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Average time in working days to respond to complaints at stage one (ENV)	3.5	4.5	5.1	5		Slightly below target. Overall, there has been a 15% reduction in the number of Stage 1 complaints received (686 compared with 812 in 2019/20). Most services seen a reduction in Stage 1 complaints received in 2020/21. The Department's average response time was 5.1 working days, slightly over the 5 working day target, as some services are failing to meet the average timescale target. The pandemic has undoubtedly had an impact on timescale responses. Due to Covid-19 the Department experienced reallocation of resources, closure of premises, limited access to necessary systems, staff shortages and absence of key staff have caused responses to take longer.
Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (ENV)	12.8	12.6	16.9	20		Within target. There was a 36% increase in Stage 2 complaints received (34 compared to 25 in 2019/20). The majority of Stage 2 complaints received were for Roads in relation to winter maintenance due to the winter weather conditions in January 2021. Despite the increase in the number of Stage 2 complaints received this year, services are within the average response timescales.


Activity	Progress Bar	Due Date	End Year Update
Complaint Improvement Work - ENV		31-Mar-2021	<p><b><u>Complaint improvement actions 2020/21 update:</u></b> Complete. Overall there has been a 14% reduction in the total number of complaints received in 2020/21 compared to previous year (837 to 720 in 2020/21) and most services seen a reduction in Stage 1 complaints. The Department's average response time was 5.1 days, slightly over the 5 working day target. The pandemic has impacted our response times due to various issues such as; reallocation of resources, closure of premises, limited access to necessary systems and staff shortages.</p> <p><b><u>Neighbourhood Services - Cleansing</u></b> Cleansing continue to receive the highest volume of complaints with missed bins being the most common complaint reason, however, they also carry out the highest volume of service delivery to our customers - with over 2 million bins emptied every year.</p>

Activity	Progress Bar	Due Date	End Year Update
			<p>The highest common complaint reason relating to COVID 19 impacted services was civic amenity booking system. Improvement actions implemented were both civic amenity sites re-opened and booking system changed from telephone appointments to online customer appointments. This has helped reduce these complaints.</p> <p>Assisted bin collection missed bins was another common reason for complaint. This was realised mid-way through the year and an improvement action was identified and implemented - full review of customers on assisted collections. Customer relations team has been raising awareness of missed assisted collections with operational teams including flagging up customers who have reported regular missed assisted collections in the past to combat missing them in the future. These steps have helped to reduce the volume of complaints received under this category.</p> <p><b>Housing</b> On checking upheld complaints for Housing mid-way through the year, the main issue was communication from housing maintenance team to tenants. Due to COVID, this has resulted in a backlog of repairs getting carried out, and tenants feel they should have been kept informed on the progress of their repair. Improvement action implemented – Housing repairs planning team where possible, are trying to make contact with tenants, on when they are likely to have their repairs carried out.</p> <p><b>Other</b> Other services which noticed complaints relating to Covid-19 impact and restrictions were Roads which related to the temporary pop-up cycle lanes. Information was provided to customers with the aims of the scheme were to protect public health during the pandemic making it easier for people to walk, cycle and wheel while assisting social distancing in streets and spaces.</p>

## 5 Efficiency

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days) - Environment	82.1%	79.8%	79.1%	90%		Target not met. Performance dipped across the Council at the start of the year due to Covid-19 but improved steadily throughout the majority of the year.

## 6 People

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Sickness absence per days per employee - Environment Department (Full Department)	11.99	13	9.8	12.3		Target exceeded. Non-Manual was 3.8 days and manual was 17.2 days.