

Department of Business Operations and Partnerships

Director: Louise Pringle

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Date: 17 June 2025

When calling please ask for: Barry Tudhope (Tel: 0141 577 3023)

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TO: Provost Montague; Deputy Provost Campbell; and Councillors Anderson, Bamforth, Buchanan, Convery, Devlin, Edlin, Ireland, Lunday, Macdonald, McLean, Merrick, Morrison, O'Donnell, Pragnell and Wallace.

MEETING OF EAST RENFREWSHIRE COUNCIL

A meeting of the East Renfrewshire Council will be held in the Council Chamber, Council Headquarters, Eastwood Park, Giffnock, G46 6UG on **Wednesday 25 June 2025 at 5.00 p.m.**

The agenda of business is as listed below.

Prior to the commencement of the meeting the Provost will make a statement that the meeting will be webcast live and recorded for later, publicly accessible archive viewing.

Yours faithfully

Louise Pringle

LOUISE PRINGLE

DIRECTOR OF BUSINESS OPERATIONS AND PARTNERSHIPS

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

3. COUNCILLOR BETTY CUNNINGHAM OBE: MINUTE'S SILENCE

The Provost will ask Council to observe a minute's silence following the passing of Councillor Betty Cunningham OBE.

4. MINUTE OF PREVIOUS MEETING - 23 APRIL 2025

Submit for approval as a correct record and signature the Minute of the Meeting of the Council held on 23 April 2025 (copy attached, pages 5 – 16).

5. MINUTE VOLUME (Issued Under Separate Cover)

Submit for approval as a correct record the Minutes of Meetings for the period 25 April to 10 June 2025.

6. ITEM REMITTED TO THE COUNCIL

(i) CODE OF CORPORATE GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT

Report by Director of Business Operations and Partnerships (copy attached, pages 17 – 72) (Audit and Scrutiny Committee – 19 June 2025).

Audit & Scrutiny Committee Recommendation:

That Council approves the 2024/25 Annual Government Statement (Annex 2).

7. NOTICE OF MOTION

In terms of Standing Order No. 27, Council is asked to consider a Notice of Motion in the following terms: -

Council hereby:

- 1. Acknowledges the decision of the Planning Applications Committee on 15th April 2025 to conditionally grant planning permission in respect of application 2025/0043/TP for the construction and operation of a 40 MW battery energy storage facility, including associated infrastructure, substation, security fencing, CCTV, security lighting, and landscaping.*
- 2. Notes that a previous application (2024/0168/TP) for an almost identical development was rejected by the Planning Applications Committee, a decision subsequently upheld by the Scottish Government Reporter following an unsuccessful appeal by the developer.*
- 3. Recognises the significant similarities between the two applications and the clear precedent set by the Reporter's ruling, which aligns with Local Development Plan Policy D3 regarding development in the greenbelt.*
- 4. Therefore requests that officers prepare a report for the next appropriate Council meeting, detailing:*
 - The legal and procedural steps required to issue a revocation order.*
 - An assessment of the applicant's compliance with all imposed planning conditions, including those still to be discharged before development can proceed.*
 - Clarification on potential compensation liabilities under the Planning Act, particularly where the applicant does not hold freehold title to the land in question.*
 - Consideration of the expediency of such a course of action.*

5. *Further requests that the report includes any relevant legal and financial implications for the Council arising from a potential revocation, ensuring fully informed decision-making.*
6. *This motion seeks to uphold the integrity of the planning process, ensure policy consistency, and protect the Council's interests in the event of legal or financial consequences.*

Moved by Councillor Paul Edlin

Seconded by Councillor Andrew Morrison

8. STATEMENTS BY CONVENER AND REPRESENTATIVES ON JOINT BOARDS AND COMMITTEES

9. PROVOST'S ENGAGEMENTS

Report by Director of Business Operations and Partnerships (copy attached, page 73 – 74)

10. GENERAL FUND CAPITAL PROGRAMME

Report by Head of Finance (Chief Financial Officer) (copy attached, pages 75 - 98).

11. HOUSING CAPITAL PROGRAMME

Report by Head of Finance (Chief Financial Officer) (copy attached, pages 99 - 106).

12. LOCAL CHILD POVERTY ACTION REPORT

Joint Report by Director of Business Operations and Partnerships and Chief Officer (Health and Social Care Partnership) (copy attached, pages 107 - 148).

13. STRATEGIC END-YEAR PERFORMANCE REPORT AND ANNUAL COMMUNITY PLANNING AND FAIRER EAST REN REPORT FOR 2024-2025

Report by Chief Executive (copy attached, pages 149 - 218).

14. DEATH OF COUNCILLOR BETTY CUNNINGHAM OBE (WARD 1: BARRHEAD, LIBOSIDE AND UPLAWMOOR)

Report by Chief Executive/Returning Officer (copy attached, pages 219 – 220)

A recording of the Council meeting will also be available following the meeting on the Council's YouTube Channel <https://www.youtube.com/user/eastrenfrewshire/videos>

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MINUTE

of

EAST RENFREWSHIRE COUNCIL

Minute of meeting held at 10.00am in the Council Chamber, Council Headquarters, Giffnock on 23 April 2025.

Present:

Councillor Andrew Anderson
Councillor Tony Buchanan
Deputy Provost Kate Campbell
Councillor Betty Cunningham*
Councillor Danny Devlin
Councillor Paul Edlin*
Councillor Annette Ireland

Councillor Chris Lunday*
Councillor Jim McLean*
Provost Mary Montague
Councillor Andrew Morrison
Councillor Owen O'Donnell (Leader)
Councillor Katie Pragnell
Councillor Gordon Wallace

Provost Montague in the Chair

Attending:

Steven Quinn, Chief Executive; Caitriona McAuley, Director of Environment; Louise Pringle, Director of Business Operations and Partnerships; Mark Ratter, Director of Education; Julie Murray, Chief Officer, Health and Social Care Partnership (HSCP); Kirsty Stanners, Head of Finance (Chief Financial Officer); Gerry Mahon, Chief Officer (Legal and Procurement); Raymond Prior, Head of Children's Services and Justice, Chief Social Work Officer; Siobhan McColgan, Head of Education Services (Equality and Equity); Jamie Reid, Head of Communities and Transformation; Mark Rodgers, Head of Environment (Housing and Property); Michaela Sullivan, Head of Place; Barry Tudhope, Democratic Services Manager; Linda Hutchison, Senior Democratic Services Officer; and Bethany Mitchell, Assistant Democratic Services Officer.

(*) indicates remote attendance.

Apologies:

Councillors Caroline Bamforth, David Macdonald and Colm Merrick.

INTRODUCTORY REMARKS

Provost Montague referred to the following issues:-

(a) The Late Pope Francis

Provost Montague referred to the recent sad death of the late Pope Francis, who had dedicated his life to the Catholic faith, serving with humility and dedication during his 12 years as the pontiff. She highlighted that he had spent his final days calling for peace, and led with empathy, courage and kindness, these being a legacy to be proud of.

(b) **Retirement of Chief Officer, Health and Social Care Partnership**

Referring to the forthcoming retirement of the Chief Officer, Health and Social Care Partnership (HSCP), Provost Montague thanked her for her contribution to the Council's work over many years, and confirmed that there would be a further opportunity for Elected Members to make their own remarks to her following the meeting.

DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

MINUTE OF PREVIOUS MEETING

The Council considered and approved the Minute of the meeting held on 26 February 2025.

MINUTES OF MEETINGS OF COMMITTEES

The Council considered and approved the Minutes of the meetings of the undernoted:-

- (a) Audit and Scrutiny Committee – 20 February 2025;
- (b) Cabinet – 6 March 2025;
- (c) Licensing Committee – 11 March 2025;
- (d) Cabinet – 27 March 2025;
- (e) Audit and Scrutiny Committee – 27 March 2025;
- (f) Local Review Body – 2 April 2025;
- (g) Education Committee – 3 April 2025; and
- (h) Appeals Committee – 10 April 2025.

AUDIT AND SCRUTINY COMMITTEE – 27 MARCH 2025 – INTERIM TREASURY MANAGEMENT REPORT 2024/25 – QUARTER 4

Under reference to the Minute of the meeting of the Audit and Scrutiny Committee of 27 March 2025 (Page 1120, Item 1160 refers), when it had been agreed to recommend to the Council that proposed increases in the Prudential Indicators be approved arising from the introduction of International Financial Reporting Standard 16 (IFRS 16), and that organisations specified for the investment of surplus funds also be approved, the Council considered a report by the Head of Finance (Chief Financial Officer) reporting on Treasury Management activities for the quarter ending 30 April 2025.

Councillor Morrison clarified that no further borrowing had been taken during the quarter due to current high interest rates but, that as balances depleted, this position would be unsustainable. Having confirmed that treasury management performance was satisfactory relative to performance indicators measuring risk, prudence and debt, he referred to IFRS 16 and related issues, and the investment of surplus funds.

The Council agreed to approve the:-

- (a) proposed increases in the Prudential Indicators as a result of the introduction of the new financial reporting standard, IFRS16; and

- (b) organisations for the investment of surplus funds, in accordance with Appendix 8 to the report.

CABINET – 6 MARCH 2025 – GENEREAL FUND CAPITAL PROGRAMME

Under reference to the Minute of the meeting of the Cabinet of 6 March 2025 (Page 1105, Item 1138 refers), when it had been agreed to recommend that the Council note and approve movements within the General Fund Capital Programme, and that a shortfall of £0.362m and income and expenditure be managed and reported on a regular basis, the Council considered a report by the Head of Finance (Chief Financial Officer) monitoring income and expenditure as at 31 December 2024 against the approved Programme, and recommending adjustments where possible.

In response to Councillor Ireland, the Director of Education, supported by the Head of Finance (Chief Financial Officer), clarified that following a joint assessment with the Scottish Government and Scottish Futures Trust, priority was being given to expanding the school meals service at Giffnock Primary School where the greatest challenges were faced, but that all of the capital funds secured would be used as intended, albeit with some expenditure being rephased. It was confirmed that parents were being contacted to help maximise take up of entitlement to free school meals, and that should additional funds become available, work on extending school meal facilities at other schools could be done.

The Council:-

- (a) approved and noted the movements within the 2024/25 Programme; and
- (b) noted the shortfall of £0.362m and that income and expenditure on the Programme would be managed and reported on a regular basis.

CABINET – 6 MARCH 2025 – HOUSING CAPITAL PROGRAMME

Under reference to the Minute of the meeting of the Cabinet of 6 March 2025 (Page 1105, Item 1139 refers), when it had been agreed to recommend that the Council note and approve movements within the Housing Capital Programme, and note that a shortfall of £0.119m and income and expenditure would be managed and reported on a regular basis, the Council considered a report by the Head of Finance (Chief Financial Officer) and Director of Environment monitoring income and expenditure as at 31 December 2024 against the approved Programme, and recommending adjustments where required.

In response to Councillor Morrison who sought an update on progress regarding net zero standards for social housing given that the age of some boilers in these properties was detrimental to heating bills, the Head of Environment (Housing and Property) reported that guidance on this was still awaited, on receipt of which investment plans would be updated. Councillor Morrison expressed disappointment that the guidance had not yet been received.

Councillor Ireland sought clarification on both internal element renewals and aids and adaptations, work on both of which had been delayed due to increased contractor costs and contractor changes. The Head of Environment (Housing and Property) confirmed that work on these was being rephased, and that a change of contractor had been necessary, regarding which there would be adherence to the approved procurement process.

The Council agreed to note:-

- (a) and approve the movements within the 2024/25 Programme; and

- (b) the shortfall of £0.119m and that income and expenditure on the Programme would be managed and reported on a regular basis.

STATEMENTS BY CONVENERS AND REPRESENTATIVES ON JOINT BOARDS AND COMMITTEES

The following statements were made:-

(a) **Councillor Anderson – Convener for Education, Culture and Leisure**

Councillor Anderson commented that investment of £250k in gym and fitness equipment in leisure centres had helped the Culture and Leisure Trust sustain high growth in gym membership, which had almost doubled since 2015 and stood at an all-time high of 4,340 members.

Referring to the refurbishment of Neilston Library, he reported that the facility had reopened in early February to acclaim from both staff and library users, a much more welcoming and modern space having been created that the community could be proud of.

Councillor Anderson also referred to work completed on changing rooms and the Sauna and Health Suite in Barrhead Foundry. He highlighted that, despite the unavailability of the pool for lessons during the completion of the work, the Learn to Swim Programme had continued to grow to a record 3,326 participants, representing a 19% increase compared to the previous year.

Whilst reporting on the Annual East Renfrewshire Dance Championships in March, Councillor Anderson commented that he had had the pleasure of being part of the audience at Eastwood High School. He highlighted that dancers from Isobel Mair School, 16 primary schools and 7 secondary schools had performed over two nights, commending and congratulating the competitors for their performances, and the teachers and parents who helped choreograph the dances. Highlights had included the Isobel Mair Wheels in Motion team.

Finally, Councillor Anderson reported that March had witnessed the launch of the small-sided football season in East Renfrewshire, delivered by the Trust in partnership with East Renfrewshire Soccer Development Association. Over 3,000 players, from 285 teams, had played 1,500 fixtures across 10 venues in the area, illustrating the continued growth of the small-sided game locally.

(b) **Councillor Pragnell – Convener for Social Work and Health**

Councillor Pragnell reported that she and Councillor O'Donnell had written to the First Minister, asking if the Scottish Government planned to adhere to its commitment to abolish all non-residential social care charges by the end of the parliamentary term. Having confirmed that a copy of the letter and response had been circulated to all Elected Members, she commented that the response from the Minister for Social Care, Mental Wellbeing and Sport had been deeply disappointing, confirming that, at present, there was little hope that the charges would be abolished. She reported that the Minister had attended only one meeting focused on ending the charges in the past two and a half years, and that the number of wider Scottish Government meetings on non-residential social care charging had drastically reduced. She considered this news to be a blow, both for those who campaigned for abolishment of the charges and relied on these services.

Councillor Pragnell reported that the 2025/26 budget had been approved at the most recent Integration Joint Board (IJB) meeting in March, the Board having sought assurance that statutory duties could be met and that the budget was achievable. The IJB remained concerned about prescribing pressures, recognised this was a national issue, and had taken assurance from development work the NHS Board was progressing on a whole systems approach to prescribing. The latest budget monitoring showed a projected underspend of £288,000, which was a significant improvement from the overspend previously reported. This was due mainly to an additional £1m from NHS Greater Glasgow and Clyde to help address prescribing pressures.

The IJB had received an update on The Promise following the publication of the 5th Anniversary Report which was to be considered by the Council later in the meeting. The IJB had welcomed that The Promise was at the heart of the Council's Children's Services Plans, and commended Children's Services on their positive inspection results on fostering, adoption and adult placement services.

The IJB had received assurance on the closure of Greenlaw Medical Practice, which would continue to operate until every patient had been reallocated on a phased basis which was expected to be concluded by the end of June. An update had also been received on preparedness and current compliance levels with the Health and Care Staffing Scotland Act, regarding which some services remained to achieve substantial assurance. Further guidance was expected from the Care Inspectorate on registered social care services to be developed, which would be the subject of a future IJB seminar.

Councillor Pragnell reported that the IJB had thanked the Chief Officer, HSCP for her leadership, knowledge and experience, following which she thanked her for her service to East Renfrewshire residents over the past 24 years, wishing her a long, happy and well deserved retirement.

The Council noted the statements.

PROVOST ENGAGEMENTS

The Council considered a report by the Director of Business Operations and Partnerships, providing details of civic engagements attended and civic duties performed by Provost Montague since the meeting on 26 February 2025.

The Council noted the report.

EQUALITY AND HUMAN RIGHTS MAINSTREAMING REPORT

The Council considered a report by the Director of Business Operations and Partnerships seeking approval of the East Renfrewshire Equality and Human Rights Mainstreaming Report.

It was explained that the Council continued to strive towards eliminating discrimination, advancing equality of opportunity, and fostering good relations between those from different protected characteristic groups. Having highlighted that East Renfrewshire had one of the most ethnically and culturally diverse communities in Scotland, the report itemised various requirements the Council had to adhere to under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

Structured in line with statutory requirements and mirroring Scottish Government reporting under six principles, the Equality and Human Rights Mainstreaming Report 2025 appended to the report demonstrated how the Council was meeting its duties under the Act. It detailed actions taken to ensure equalities and human rights were embedded throughout the organisation; provided an update on progress made towards achieving 2021 Equality Outcomes over the past 2 years; and focussed on how employees were supported. The 2025–2029 Equalities Outcomes Report, a copy of which was also appended to the report, set out new outcomes for the next four years.

The report concluded that it was aimed to ensure everyone was treated fairly, had equality of opportunity, and was empowered to contribute to their community, referring to the value of the diverse local population, and opportunities to learn from the experiences, perspectives and skills different individuals and communities brought to the area.

In response to Councillor Pragnell, the Director of Business Operations and Partnerships confirmed that the Corporate Management Team had recently approved a new policy on neonatal care which was now in place, information on which would be relayed to employees.

In response to Councillor Ireland, the Director of Business Operations and Partnerships clarified that membership of the Communities Equality Forum was open to groups and individuals with a connection to East Renfrewshire interested in its work, residency within the area not being a requirement under its Terms of Reference. She undertook to provide some examples of the types of people and groups represented on the Forum.

Having highlighted reference in the report to LGBT plus young people being at higher risk of mental health problems and to the LGBT plus community being at higher risk of isolation and loneliness, Councillor Ireland welcomed the report and progress made, or planned, on issues, thanking all officers involved.

In response to Councillor Ireland who sought clarification on when engagement data on Time for Inclusive Education (TIE) would be available, the Head of Education Services (Equality and Equity) clarified that schools engaged via the TIE website and access to on-line training. Although it was not possible to track access to these, engagement was discussed at the Equalities Forum where various resources were shared.

In response to Councillor Morrison who asked how a good sample size could be achieved to determine the extent to which young people felt connected to their communities, the Head of Communities and Transformation confirmed that this issue was continuing to be considered as part of the work on *A Place to Grow*, with there being a range of active engagement mechanisms across schools and communities. Although no data was available thus far, work on this was ongoing linked to *A Place to Grow*, with a view to reporting on this in future years.

Councillor Edlin referred to the importance of Councillors having the opportunity to engage in the Communities Equality Forum.

On the issue of equality, Councillor Wallace commented that support for underrepresented or disadvantage groups could only exist where that support did not discriminate against others, seeking clarification on monitoring done within the Council to minimise the risk of someone being treated more favourably solely because they had a protected characteristic. The Director of Business Operations and Partnerships did not hold any particular concerns regarding this, commenting on various issues including recruitment processes, improved workforce diversity and related issues, and the Equalities Staff Forum attended by employees from across the Council who were concerned with fairness generally. In response to a request from Councillor Wallace to put appropriate monitoring in place to ensure the Council was not at risk of acting unlawfully in terms of positive discrimination, the Chief Executive commented that he was not aware of any instances of such discrimination, but was happy to ensure that appropriate safeguards and mechanisms continued to be in place to allow any such allegations to be

reported, which was encouraged, and dealt with appropriately, this being one mechanism through which monitoring was undertaken. He assured Elected Members that any such complaint, including through whistleblowing, would be considered appropriately.

The Council agreed:-

- (a) to acknowledge the duties of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012;
- (b) to approve the content of the Equality and Human Rights Mainstreaming Report prior to publication (Annex 1);
- (c) to approve the new Equality Outcomes for 2025-2029 (Annex 2); and
- (d) that examples of the membership of the Communities Equality Forum be circulated to all Elected Member for information.

A PLACE TO GROW UPDATE AND YEAR 1 DELIVERY PLAN

Under reference to the Minute of the meeting of 11 September 2024 (Page 931, Item 931 refers), when the Council had approved the strategic vision *A Place to Grow*, the Council considered a report by the Director of Business Operations and Partnerships seeking approval of the first-year delivery plan (2025/26) for *A Place to Grow*, the Council's and Community Planning Partnership's vision for East Renfrewshire by 2040, and setting out how this would be progressed further over the coming months.

Having commented on the three pillars on which the vision was built, the report commented on work progressed, since the Plan had been approved, to share with and promote *A Place to Grow* with stakeholders, which had been well-received, and next steps which included a Community Conference in Barrhead on 26 April 2025.

The report referred to the rationalisation of Plans and streamlining of reporting, and the replacement of the previous Outcome Delivery Plan (ODP) with a new Organisational Health Check about the kind of organisation the Council needed to be to deliver *A Place to Grow* and track progress. In terms of Governance, the new Delivery Plan would shape the type of organisational culture, service objectives, employee skills and capabilities and activities needed to deliver successfully *A Place to Grow*. This linked strongly to the new People Strategy, the Council's three values (ambition, kindness and trust) and capabilities (prevention, empowering communities and digital change), and leadership and digital transformation plans, helping to ensure the Council meets its statutory Best Value requirements.

Whilst commenting in detail on the report, the Director of Business Operations and Partnerships referred to the three pillars, the public launch of *A Place to Grow* in December 2024, the forthcoming community conference aimed at continuing the conversation on how it could be brought to life, and how local people and organisations could be taken on that journey and play their part. Whilst an ambitious vision had been set out, collective thoughts and plans for delivering it would iterate, shape and develop over time in partnership with local people.

She clarified that the report considered the first-year Delivery Plan for *A Place to Grow*, attempted to streamline the planning and reporting framework, and set the foundation for the detailed annual reports the Council would consider each summer. She explained how the Delivery Plan made a commitment to partnership-level actions, outlined a new measurement framework, covered statutory requirements of the Community Empowerment Act, and enabled the Council to assess its part in delivering *A Place to Grow*. It was emphasised that strong cross-party partnership and community support was essential to developing the ambitions and

priorities of the vision, it being crucial that delivery of *A Place to Grow* was not solely seen as a Council activity as continued engagement, commitment and resources of all stakeholders were required to fully realise its vision.

The Director of Business Operations and Partnerships also referred to a range of related issues, including on-going work on partnership, leadership and governance structures; what the Delivery Plan replaced; and attempts being made to gather information once and use it for multiple purposes whilst joining-up reporting to minimise information duplication. A final report on the ODP would be submitted to the Council in June, reviewing performance in 2024/25, with all future reporting following the framework of *A Place to Grow*

In response to Councillor Morrison who referred to comparative data available in relation to the ODP, the Director of Business Operations and Partnerships confirmed that comparative data would be provided where possible.

Having welcomed the engagement that had taken place to reach this stage and thanked all those involved in taking these first steps, Councillor O'Donnell commented that he was looking forward to the forthcoming community conference, to which all Elected Members had been invited, and hearing the views of all those attending. Councillor Buchanan echoed those comments, during which he highlighted and welcomed the work done thus far from a firm foundation, referring to the importance of the Community Planning Partnership, and the benefits of rationalising data.

The Council agreed:-

- (a) to note the progress on sharing *A Place to Grow* with stakeholders and developing a Delivery Plan in line with its vision and ambition;
- (b) to approve the year-one delivery plan and measurement framework attached as Annexes 1 and 2 respectively, which replaced the previous Outcome Delivery Plan and introduced a new Organisational Healthcheck section, noting that these would continue to evolve over the coming year and beyond; and
- (c) to note that work was ongoing to develop Community Planning Partnership leadership and governance structures to oversee delivery of the Plan.

SCHEME FOR MEMBERS' REMUNERATION AND EXPENSES 2025/26

The Council considered a report by the Director of Business Operations and Partnerships on the updated Scheme for Members' Remuneration and Expenses for 2025/26 in accordance with the Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2025. A copy of the Scheme was appended to the report.

Having referred to recommendations made to the Scottish Government in February 2024 by the Scottish Local Authorities Remuneration Committee (SLARC) following its independent review of Councillor Remuneration, the majority of which had been accepted and implemented, the report referred to changes that required to be made by the Council in light of the amendments to the Regulations.

Councillor Ireland commented on the allocation and recipients of special responsibility payments when the Council's Administration was established in 2022 and increases in Remuneration arising from the implementation of the new Regulations, following which Councillor Wallace and Councillor Buchanan expressed their views on the discussions that had taken place at the time. Councillor O'Donnell stressed that the new levels set recognised new and changing roles of Elected Members, encouraged individuals to stand for Elected Office, and overcame related barriers to that, highlighting that it was not in the Council's gift to apply an alternative scheme.

The Council agreed to note that the Scheme for Members' Remuneration and Expenses had been updated for 2025/26 in terms of Councillor remuneration.

REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000

The Council considered a report by the Chief Officer (Legal and Procurement) regarding the Regulation of Investigatory Powers (Scotland) Act (RIPSA) 2000, referring to surveillance activity undertaken by the Council during 2024-25, and seeking approval to amend the Council's Procedure on Covert Surveillance to reflect changes to those designated as approved authorising officers, a copy of which was appended to the report.

The report commented on the purpose of RIPSA, oversight of the regulatory framework by the Investigatory Powers Commissioner's Office, changes made to the Council's procedure over time, and a general reduction in surveillance activity undertaken by the Council in favour of a more overt approach. Reference was made to training provided to applicant and authorising officers.

The Council agreed to:-

- (a) note the use of directed surveillance and Covert Human Intelligence Sources during the period of 2024/25; and
- (b) approve the revised Procedure on Covert Surveillance in accordance with Appendix 1 to the report.

EAST RENFREWSHIRE CHILDREN'S SERVICES PROMISE 5TH ANNIVERSARY PROGRESS REPORT

The Council considered a report by the Chief Social Work Officer highlighting the work undertaken by East Renfrewshire Council, the Health and Social Care Partnership and the wider Children's Planning Partnership, the Improving Outcomes for Children and Young People Partnership, in promoting The Promise.

The report highlighted progress with local implementation from 2020 to 2025, since the conclusions of the Independent Care Review has been published and The Promise had been made and launched at a national level. It had acknowledged that the care system in Scotland wasn't working and proposed transformational change over a ten year period in the interests of care experienced children and young people.

Having referred to a national report published in February 2025 by The Promise Oversight Board and related Call to Action considered by the local multi-agency Improving Outcomes for Children and Young People Partnership, it was confirmed that, where necessary, steps would be taken to make further progress locally and ensure areas of improvement were included in East Renfrewshire's *A Place to Grow* strategic vision and the Children's Services Plan.

Determination existed to deliver The Promise in East Renfrewshire by 2030, it having been acknowledged, in agreement with the national Promise Oversight Board, that there was not a moment left to waste, and that there was a need for all agencies to play their part in making this happen. The five year report illustrated the strength of commitment locally to do this. It was concluded that, ultimately, progress would be judged by children, young people and their families and carers as to how well the change needed had taken place,

Having referred to aims of The Promise and welcomed the good work done and progress made locally and nationally, Councillor Ireland referred to an issue raised by a local resident,

regarding a Motion brought before the Scottish Parliament by an MSP condemning reports of the overuse of restraint and forced injections at Skye House Psychiatric House and seeking mandatory reporting in any associated legislative framework. More specifically, she asked if there was anything the Council could do to support the Motion, given The Promise and importance of this. The Chief Executive suggested that this was a matter for Glasgow City Council and HSCP to take forward, rather than the Council getting directly involved.

He added that, despite a lot of strong work done locally, complacency needed to be avoided, with a focus placed on local children and making further progress. Councillor Buchanan thanked the Chief Social Work Officer for the report and progress made, commending the active local approach taken to addressing the needs of looked after children. He welcomed that the local oversight Board would have a role overseeing further progress locally.

The Council agreed to note the:-

- (a) publication of the national Promise Oversight Board 5th Anniversary Report (2025); and
- (b) 5th Anniversary progress update on implementation of The Promise in East Renfrewshire as referred to at Appendix 1 to the report.

OUTLINE OF PRESSURES FACING HOMELESSNESS

Under reference to the Minute of the meeting of 11 September 2024 (Page 933, Item 942 refers), when the Council had declared a local housing emergency and agreed that an update of levels of homelessness within East Renfrewshire and measures being put in place to address the emergency be presented to the Council in six months' time, the Council considered a report by the Director of Environment on these issues.

The report reiterated the position in September at which time it had been highlighted that the biggest challenge facing the Council as a result of the emergency was the provision of suitable temporary and permanent accommodation. Having presented a range of statistical information on levels of homelessness and related issues, the report itemised a range of actions and ongoing work led by the housing team over the past 6 months, and summarised the position on the provision on new permanent housing and associated matters. The report stressed the need for a multi-agency approach, referred to the multi-agency partnership established by the Housing Service which was helping to mitigate the emergency in various ways examples of which were provided, and clarified that the Council worked closely with all social housing providers, such as to ensure all social housing stock was used for those in most need.

It was concluded that the Council continued to face a local housing emergency and that, whilst there had been a small reduction in homelessness and the use of temporary accommodation, the emergency had not yet been addressed. The sustained increase in homelessness since 2019 continued, which the local housing market was not equipped to deal with, with action continuing to be taken to mitigate the position on this. Further updates could be provided at regular intervals.

Councillor Morrison considered the increase in the numbers in temporary accommodation in East Renfrewshire relative to other local authorities concerning, commenting on the removal by the Scottish Government of the requirement to have a local connection to an area and the Council's proximity to Glasgow City. In response to a query from him on comments made by a politician about the asylum system placing an undue burden on the housing crisis in Glasgow, the Head of Environment (Housing and Property) clarified that responsibility for housing, temporarily or permanently, those classified as asylum seekers lay with the Home Office, rather than local authorities, until their asylum status was determined. Those granted leave to remain were then able to access homelessness pathways. Further in response to Councillor Morrison who commented on partnership working, the Head of Environment

(Housing and Property) stated that he would be happy to have strategic discussions with Glasgow City Council on the homelessness crisis if they raised this, but that the problem was a challenging national one and the subject of regular conversations such as at COSLA.

Councillor Devlin, supported by Councillor O'Donnell, welcomed actions being taken to address the ongoing challenges associated with homelessness and, in particular, the reduction in the number entering bed and breakfast accommodation. He also referred to a contract being put in place with Barrhead Housing Association which would be helpful and, more generally, thanked the officers involved in work on addressing homelessness issues.

The Council agreed to note the update provided.

LOCAL DEVELOPMENT PLAN 3 (DEVELOPMENT PLAN SCHEME AND PARTICIPATION STATEMENT 2025)

Under reference to the Minute of the meeting of 11 September 2024 (Page 933, Item 943 refers), when the Council had agreed to submit the Evidence Report for the next Local Development Plan (LDP3) to Scottish Ministers, the Council considered a report by the Director of Environment seeking approval to publish and submit the LDP3 Proposed Development Plan Scheme (DPS) and Participation Statement 2025 to Scottish Ministers.

It was clarified that the DPS formed an important and statutory part of preparing LDP3, setting a timetable for the preparation of the new Plan, and detailing how communities and other stakeholders could get involved in the process.

Councillor Ireland commented on the value of engagement in the community and related community events and activities for consultation at which many were keen to share views, seeking clarification on how many there would be, when they would take place, and if this would include schools to reach as many people as possible and ingather a broad range of views. The Head of Place confirmed there would be various stages of engagement, including some in local schools, which would continue in the proposed plan stage. She confirmed that there would be a significant number of events allowing people to give feedback before the LDP was finalised.

The Council agreed to:-

- (a) approve the Proposed Development Plan Scheme 2025 for publication and submission to Scottish Ministers; and
- (b) delegate authority to the Director of Environment to approve any minor inconsequential changes to the document, in line with Council policy, prior to its submission to Scottish Ministers.

PROVOST

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EAST RENFREWSHIRE COUNCILAUDIT AND SCRUTINY COMMITTEE19 June 2025Report by Director of Business Operations and PartnershipsCODE OF CORPORATE GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT**PURPOSE OF REPORT**

1. To update the Audit and Scrutiny Committee on progress against improvement actions in the 2024/25 Code of Corporate Governance and to approve a new Code for 2025/26. The report also includes the draft Annual Governance Statement for the committee's consideration.

RECOMMENDATIONS

2. The Audit and Scrutiny Committee is asked to:
- (a) note progress on the 2024/25 Code of Corporate Governance improvement actions;
 - (b) approve the Code of Corporate Governance updates and actions for 2025/26 (Annex 1); and
 - (c) recommend to Council the approval of the 2024/25 Annual Governance Statement (Annex 2).

BACKGROUND

3. East Renfrewshire Council is responsible for ensuring that business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

4. In discharging this responsibility, elected members and senior officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of resources. Since December 2002, the Council has adopted and updated annually a Code of Corporate Governance which is consistent with the principles and requirements of the CIPFA/SOLACE Framework: Delivering Good Governance in Local Government.

5. The Code of Corporate Governance is a statement of the structures and processes that govern internal policy-making, community leadership, partnership working and the mechanisms to ensure proper control and accountability are in place.

6. The Code comprises of seven governing principles and a set of supporting principles. The full set of principles is listed in the draft code in Annex 1, alongside some examples of high-level evidence. A matrix diagram providing a list of all evidence and links to the code principles to demonstrate good corporate governance is included at the end of Annex 1 for ease of reference.

7. All councils must comply with the following requirements:

- Publication of an annual progress summary on the previous year's Code, including any actions taken to improve compliance.
- Publication of an annual Code of Corporate Governance update. This includes an update on new evidence we can present. It also include self-assessment scoring of the evidence we have regarding compliance with national guidance, on each governance requirement, and details of any action planned to improve compliance during 2024/25.
- Inclusion of an Annual Governance Statement in the Council's Annual Report and Accounts.

PROGRESS ON 2024/25 ACTIONS

8. In May 2025, an update on the improvement actions from the 2024/25 Code of Corporate Governance was produced. [Available here.](#)

9. Seven improvement actions listed in the 2024/25 code were completed. These are listed below. Note the letters and numbers e.g. A1.2 refer to which principle/sub-principle the action is presented under in the Code.

- **A1.2** - Following the consideration of Vision for the Future in June 2023, further scoping and development with community partners and local residents, with a view to a broader review of outcomes and the 'golden thread' of strategic planning planned for 2024/25, will be completed by June 2024. (Head of Communities & Transformation, June 2024). This action was delayed due to the General Election – carried forward to September 2024.
- **A2.3** - Continue with manual checks by Procurement of all Housing invoices or certificated payments over £50k until the new Servitor/Integra interface is in place (Chief Procurement Officer, March 2025).
- **B2.2 and G3.5** - Review the Council's strategic and community planning frameworks to align with Vision for the Future. (Head of Communities & Transformation, April 2025).
- **B3.6 and F5.1** - Increase profile of financial resilience measures in longer term financial planning reports (Head of Finance, February 2025).
- **E1.3** - Engage with External Audit Best Value annual theme of workforce innovation (Head of HR & Corporate Services, September 2024).
- **E2.5** - A review of the Community Council Scheme of Establishment will be undertaken to incorporate new national guidance (Head of HR & Corporate Services, March 2025).
- **F4.1** The development of a new Information Asset Register was completed in April 2024. Work is now underway to update and import existing records, undertake staff training and co-ordinate arrangements for departments to populate the system with up to-date information over the coming months (Head of Communities & Transformation, March 2025).

10. The remaining actions are ongoing and are included in the 2025/26 Code (actions are organised by their corresponding supporting principle within the Code):

- **A1.3 and B1.3** - Complete the review of the Council's Standing Orders (Democratic Services Manager, Autumn 2025).
- **A1.3 and B1.3** - Conduct a review of the Council's Schemes of Administration and Delegated Functions (Democratic Services Manager, Autumn 2025).
- **B2.2 and G3.5**- Review community planning governance structures aligned to A Place to Grow (Head of Communities & Transformation, November 2025).

- **C2.4** - Implement a proportionate response to the new Consumer Duty (Director of Business Operations & Partnerships, March 2026).
- **E2.4** - Review elected member training and development, including provision of Equality, Fairness & Rights Impact assessment training and ensuring coverage of mandatory cyber essentials training (Head of HR & Corporate Services, March 2026).

UPDATED CODE OF CORPORATE GOVERNANCE FOR 2025/26

11. The proposed updated Code of Corporate Governance for 2025/26 is included at Annex 1 and sets out arrangements which demonstrate how we fulfil the seven governance principles outlined in the national guidance.

12. The CIPFA / SOLACE framework emphasises that councils should:

- keep codes of corporate governance under review;
- carry out a process of self-evaluation scoring; and
- develop actions to address any gaps or areas for improvement in governance arrangements.

REVIEW OF CODE

13. The review of the 2024/25 Code of Corporate Governance to inform the new code, involved engagement with key representatives across relevant services of the Council and HSCP. Senior colleagues provided critical input, assessing our compliance and provided improvement actions and new evidence. Much of the Code was scored as fully compliant, with examples of evidence provided. The review of the 2024/25 code identified a small number of areas that were partially compliant and scored as '2', until the actions associated with these sub-principles have been completed. These are:

- **A1.3 and B1.3** - Complete the review of the Council's Standing Orders (Democratic Services Manager, Autumn 2025).
- **A1.3 and B1.3** - Conduct a review of the Council's Schemes of Administration and Delegated Functions (Democratic Services Manager, Autumn 2025).
- **C2.4** - Implement a proportionate response to the new Consumer Duty (Director of Business Operations & Partnerships, March 2026).

14. Several new actions have also been identified to further improve compliance with the Code. Key actions for 2025/26 are:

- **C1.4 F1.1, F1.2, F1.3 and F3.1** - Update of the Council's Strategic Risk Framework and Strategy into a single document, aligned to 'A Place to Grow' – accompanied with risk management training for Elected Members (Resilience Coordinator, December 2025).
- **D2.3** - Review strategic performance management framework and reports to align with 'A Place to Grow' (Head of Communities & Transformation, June 2026).
- **F4.1** - Submission of the Council's amended Records Management Plan for the approval of the Keeper of the Records of Scotland (Head of Legal Services, May 2025).
- **F5.2** - The Servitor system is coming to end of life; a data review is ongoing to identify risks due to duplication. Furthermore, a Digital Improvement Strategy has commenced within the Housing Repairs Service, which will replace Servitor and see introduction of all jobs being raised on Integra (Director of Environment, April 2026).

15. Once approved, the Code of Corporate Governance 2025/26 and improvement actions will be made available on the Council's website and a progress update on the actions will be made in May 2026 after the close of the 2025/26 financial year.

ANNUAL GOVERNANCE STATEMENT

16. As part of the SOLACE/CIPFA corporate governance framework the Leader and the Chief Executive are responsible for ensuring the inclusion of the Annual Governance Statement (AGS) in the Annual Report and Accounts. This statement sets out the governance framework, a review of its effectiveness and key actions planned relating to governance for the following year. A draft proposed AGS is attached at Annex 2. Note the actions in the AGS are included in the Code of Corporate Governance. The 2024/25 Annual Report and Accounts will be published later in the year including, subject to the Committee's and Council approval, the AGS.

CONCLUSION

17. Based on the evidence presented here East Renfrewshire Council is governed by sound and effective internal management controls and continues to demonstrate compliance with the requirements of the CIPFA/SOLACE Framework: *"Delivering Good Governance in Local Government"*.

18. As part of the annual review process the Code of Corporate Governance has been updated and scored in line with evidence, and in consultation with colleagues across the Council. Progress on planned actions from last year (2024/25) has been posted on the Council's website, accessible [here](#). Subject to Audit and Scrutiny Committee's approval, the new revised Code for 2025/26 will be posted on the Council website in June 2025. The Annual Governance Statement, following Council approval of the Annual Accounts 2024/25 will be posted on the Council website in September 2025.

RECOMMENDATIONS

19. The Audit and Scrutiny Committee is asked to:

- (a) note progress on the 2024/25 Code of Corporate Governance improvement actions;
- (b) approve the Code of Corporate Governance updates (Annex 1) and actions for 2025/26; and
- (c) recommend to Council the approval of the 2024/25 Annual Governance Statement (Annex 2).

Louise Pringle
Director of Business Operations and Partnerships
20 June 2025

Report authors:
Aidan Holligan and Morag Brown, Strategic Services

BACKGROUND PAPERS

- Code of Corporate Governance, Audit & Scrutiny Committee, June 2024
- Annual Report and Accounts 2023/24, Audit and Scrutiny Committee, June 2024

Annex 1: NEW EAST RENFREWSHIRE COUNCIL CODE OF CORPORATE GOVERNANCE 2025/2026

Evaluation Scoring – 1 not complaint, 2 partially compliant, 3 fully compliant

Principle A: behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law			
Supporting principle 1: behaving with integrity		Evaluation	Further action required
Requirement	Examples of supporting evidence		
A1.1 Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	<ul style="list-style-type: none"> Codes of Conduct for Members & Employees Commissioner for ethical standards in public life Scotland Monitoring Officer role Audit and Scrutiny Committee reporting 	3	
A1.2 Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	<ul style="list-style-type: none"> Council Values HR policies and procedures e.g. discipline and grievance Codes of Conduct for Members & Employees 	3	
A1.3 Leading by example and using these standard operating principles or values as a framework for decision making and other actions	<ul style="list-style-type: none"> Council Standing Orders Audit and Scrutiny Committee Schemes of Administration and Delegated Functions Council values Register of interests 	2	Ongoing Complete the review of the Council's Standing Orders (Democratic Services Manager, Autumn 2025).

			Ongoing Conduct a review of the Council's Schemes of Administration and Delegated Functions (Democratic Services Manager, Autumn 2025).
A1.4 Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	<ul style="list-style-type: none"> • HR policies and procedures e.g. discipline and grievance, Dignity at Work • Data Protection Policy and associated Information Governance Framework • Social Media Strategy & Protocol • Fraud, Bribery & Theft Policy (updated April 2022) • Registers of interests (Councillor and Employee) • Codes of Conduct for Members & Employees • Fraud Response Statement 	3	

Supporting principle 2: demonstrating strong commitment to ethical values		Evaluation	Further action required
Requirement	Examples of supporting evidence		
A2.1 Seeking to establish, monitor and maintain the organisation's ethical standards and performance	<ul style="list-style-type: none"> • Council Standing Orders • Audit and Scrutiny Committee chaired by non-Administration councillor • Scheme of Administration • Scheme of Delegated Functions 	3	
A2.2 Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation	<ul style="list-style-type: none"> • Codes of Conduct for Members & Employees • Scheme of Delegated Functions • Council Values 	3	
A2.3 Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	<ul style="list-style-type: none"> • HR policies and procedures e.g. discipline and grievance, Dignity at Work • Data Protection Policy and DPIA Framework • Contract Standing Orders • Recruitment and Selection Code of Practice • Audit and Scrutiny Committee • Corporate Procurement Strategy • Modern Slavery Charter • People Strategy and associated action plan 	3	
A2.4 Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation	<ul style="list-style-type: none"> • Codes of Conduct for Members & Employees • Contract Standing Orders • General Conditions of Purchase • Corporate Procurement Strategy • Integration scheme for ER HSCP • ERCLT governance arrangements 	3	

Supporting principle 3: respecting the rule of law		Evaluation	Further action required
Requirement	Examples of supporting evidence		
A3.1 Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.	<ul style="list-style-type: none"> • Scheme of Administration • Contract Standing Orders • Other statutory provision (e.g. planning legislation, placing requests) • Financial Regulations • Declarations of Employee interests 	3	
A3.2 Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	<ul style="list-style-type: none"> • Codes of Conduct for Members & Employees • Scheme of Delegated Functions • Financial Regulations • Council Standing Orders 	3	
A3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	<ul style="list-style-type: none"> • Key Council strategic plans (e.g. Place to Grow & Organisational Health Check) 	3	
A3.4 Dealing with breaches of legal and regulatory provisions effectively	<ul style="list-style-type: none"> • Role of Monitoring Officer • Legal files (e.g. response to Housing Regulator reports) • Other statutory provision (e.g. planning legislation, placing requests, health & safety etc.) 	3	

Principle B: ensuring openness and comprehensive stakeholder engagement			
Supporting principle 1: openness		Evaluation	Further action required
Requirement	Examples of supporting evidence		
B1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	<ul style="list-style-type: none"> • Council website • Council Standing Orders • Annual Complaints report • Fol annual report and requests • Communications Strategy and media reporting • Programme reporting & governance 	3	
B1.2 Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided	<ul style="list-style-type: none"> • Council meetings and webcasts • Council Standing Orders • Audit and Scrutiny Committee • Scheme of Administration • Scheme of Delegated Functions 	3	
B1.3 Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear	<ul style="list-style-type: none"> • Scheme of Administration • Call-in procedure • Scheme of Delegated Functions • Committee Minutes and reports • Reporting arrangements • Council Standing Orders 	2	Ongoing Complete the review of the Council's Standing Orders (Democratic Services Manager, Autumn 2025).

			Ongoing Conduct a review of the Council's Schemes of Administration and Delegated Functions (Democratic Services Manager, Autumn 2025).
B1.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	<ul style="list-style-type: none"> • Community Plan (A Place to Grow) • Community Planning Partnership • Online Citizen Engagement Tool • Budget Engagement • Community Benefits Wish List • HSCP Strategic Planning Group • HSCP Participation and Engagement Strategy • HSCP Strategic Commissioning Plan • Consultation through Equality, Fairness and Rights Risk Assessments. 	3	

Supporting principle 2: engaging comprehensively with institutional stakeholders		Evaluation	Further action required
Requirement	Examples of supporting evidence		
B2.1 Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	<ul style="list-style-type: none"> Community Planning Partnership arrangements Key Council strategies Locality Planning - targeted and joint approaches to improving outcomes in specific communities HSCP Strategic Planning Group HSCP Participation and Engagement Strategy HSCP Strategic Commissioning Plan 	3	
B2.2 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	<ul style="list-style-type: none"> Revised Community Planning Partnership arrangements Terms of reference Notes of key partnership meetings HSCP Strategic Planning Group Alcohol and Drug Partnership HSCP Participation and Engagement Strategy Stakeholder engagement via Integration Joint Board and Performance and Audit Committee 	3	Ongoing Review community planning governance structures aligned to a Place to Grow (Head of Communities & Transformation, November 2025).
B2.3 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	<ul style="list-style-type: none"> Budget Consultation/Engagement research outputs Community Planning Partnership 	3	

	<ul style="list-style-type: none"> Voluntary organisations and Community Groups database HSCP Participation & Engagement Network 		
B2.4 Ensuring that partnerships are based on: trust, a shared commitment to change, a culture that promotes and accepts challenge among partners, and that the added value of partnership working is explicit	<ul style="list-style-type: none"> Community Planning Partnership Integration scheme for ER HSCP ERCLT – Transfer of Services Agreement/ articles of Association 	3	
Supporting principle 3: engaging stakeholders effectively, including individual citizens and service users		Evaluation	Further action required
Requirement	Examples of supporting evidence		
B3.1 Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes	<ul style="list-style-type: none"> Community Planning Partnership arrangements Participatory Budgeting HSCP Participation & Engagement Network Equality and Human Rights Mainstreaming report including equality outcomes HSCP Strategic Planning Group 	3	
B3.2 Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement	<ul style="list-style-type: none"> Online Citizen engagement tool Communications Strategy Citizens' panel Community engagement training Equality and Human Rights Mainstreaming report including equality outcomes HSCP Participation & Engagement Network 	3	

B3.3 Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	<ul style="list-style-type: none"> • Citizens' panel research • Online Citizen engagement tool • Budget Engagement • Equality and Human Rights Mainstreaming report including equality outcomes • Consultation through Equality, Fairness and Rights Risk Assessments. • Non-residential charging policy – public engagement 	3	
B3.4 Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account	<ul style="list-style-type: none"> • Online Citizen engagement tool • Social Media Strategy & Protocol • Citizens' Panel reports and newsletters • Locality Planning • HSCP Participation and Engagement Group • HSCP Strategic Planning Group 	3	
B3.5 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	<ul style="list-style-type: none"> • Online Citizen engagement tool • Social Media Strategy & Protocol • Locality Planning • HSCP Participation and Engagement Group • Consultation through Equality, Fairness and Rights Risk Assessments. • 	3	
B3.6 Taking account of the interests of future generations of tax payers and service users	<ul style="list-style-type: none"> • Budget Engagement • Place to Grow Strategy • Financial Planning including resilience • HSCP Needs Assessment • Consultation through Equality, Fairness and Rights Risk 	3	

	Assessments with focus on Children's Rights <ul style="list-style-type: none">• Youth Rights Association and Champions Board engagement		
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Principle C: defining outcomes in terms of sustainable economic, social, and environmental benefits			
Supporting principle 1: defining outcomes		Evaluation	Further action required
Requirement	Examples of supporting evidence		
C1.1 Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	<ul style="list-style-type: none"> • Community Plan / Place to Grow • Key Council strategic plans (e.g. Locality plans) • Public Performance reporting • HSCP Strategic Plan 	3	
C1.2 Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer	<ul style="list-style-type: none"> • Organisational Health Check • Place to Grow • Communications Strategy • Locality Planning • Budget setting process (including public engagement) • HSCP Strategic Plan • HSCP Annual Performance Report 	3	
C1.3 Delivering defined outcomes on a sustainable basis within the resources that will be available	<ul style="list-style-type: none"> • Annual updates on Place to Grow • Annual report and accounts • Council Report – Financial Planning • HSCP Annual Performance Report 	3	
C1.4 Identifying and managing risks to the achievement of outcomes	<ul style="list-style-type: none"> • Strategic, Departmental and other risk registers • Audit and Scrutiny and CMT risk monitoring • Risk Management Strategy & monitoring • IJB Risk Management Strategy 	3	New Action Update of the Council's Strategic Risk Framework and Strategy into a single document, aligned to 'Place to Grow'

			– accompanied with risk management training for Elected Members (Resilience Coordinator, December 2025).
C1.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	<ul style="list-style-type: none"> • Public performance reporting • 3 Year Budget consultation exercise. • Participatory budgeting (PB) • Outcome Participation Request policy and process. • HSCP Strategic Plan • HSCP Annual Performance Report 	3	
Supporting principle 2: sustainable economic, social and environmental benefits		Evaluation	Further action required
Requirement	Examples of supporting evidence		
C2.1 Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	<ul style="list-style-type: none"> • Capital Investment Strategy • City Deal • Procurement strategies and policies • Budget Strategy Group • Climate Impact Assessments • Implementation of Consumer Duty 	3	

C2.2 Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints	<ul style="list-style-type: none"> • Capital Investment Strategy • Budget Strategy Group and annual & multi-year budget process • Strategic Risk Register monitoring 	3	
C2.3 Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs	<ul style="list-style-type: none"> • Council Standing Orders and Scheme of Administration • Budget consultation exercise • Main Issues Report & Local Development Plan 	3	
C2.4 Ensuring fair access to services.	<ul style="list-style-type: none"> • Integrated Impact Assessment (Equality, Fairness and Rights) • Equality Outcomes Mainstreaming Plan and Report • Fairer Scotland Duty 	2	Ongoing Implement a proportionate response to the new Consumer Duty (Director of Business Operations & Partnerships, March 2026).

Principle D: determining the interventions necessary to optimise the achievement of the intended outcomes			
Supporting principle 1: determining interventions		Evaluation	Further action required
Requirement	Examples of supporting evidence		
D1.1 Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided	<ul style="list-style-type: none"> Options appraisals process Council Standing Orders Agendas, reports and minutes of meetings Corporate template - options 	3	
D1.2 Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resource available including people, skills, land and assets and bearing in mind future impacts	<ul style="list-style-type: none"> Financial planning and financial management Budget setting process (including Strategy group and public engagement) Using online community engagement tool Citizens' Panel HSCP Participation and Engagement Network Non-residential charging policy – public engagement Consultation through Equality, Fairness and Rights Risk Assessments. Climate Impact Assessments 	3	

Supporting principle 2: planning interventions		Evaluation	Further action required
Requirement	Examples of supporting evidence		
D2.1 Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	<ul style="list-style-type: none"> Annual Cabinet work plan Audit & Scrutiny Committee Work plan Mid and end-year performance reporting 	3	
D2.2 Considering and monitoring risks facing each partner when working collaboratively including shared risks	<ul style="list-style-type: none"> Community Planning Partnership Risk Management Strategy Strategic Risk Register 	3	
D2.3 Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured	<ul style="list-style-type: none"> Performance Management Framework Evaluative approach to Service Improvement Planning Place to Grow Delivery Plan & Organisational Health check HSCP Strategic Plan HSCP Implementation plan 	3	New Action Review strategic performance management framework and reports to align with 'Place to Grow' (Head of Communities & Transformation , June 2026).
D2.4 Ensuring capacity exists to generate the information required to review service quality regularly	<ul style="list-style-type: none"> Performance Management System Mid and end-year performance reporting Analysis and reporting of Local Government Performance Framework HSCP Annual Performance Report 	3	

D2.5 Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan	<ul style="list-style-type: none"> Financial planning and management Budget Strategy Group HSCP Strategic Plan HSCP Implementation plan 	3	
Supporting principle 3: optimising achievement of intended outcomes		Evaluation	Further action required
Requirement	Examples of supporting evidence		
D3.1 Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	<ul style="list-style-type: none"> CMT budget planning Budget Strategy Group Capital Investment Strategy Treasury Management Strategy Participatory budgeting (PB) 	3	
D3.2 Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	<ul style="list-style-type: none"> Asset Management Plans Capital Project Appraisal Forms Revenue Savings Templates Corporate Resource Planning Treasury Management Strategy 	3	
D3.3 Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	<ul style="list-style-type: none"> Financial Planning and management Workforce planning Get to Zero plan 	3	
D3.4 Ensuring the achievement of 'social value' through service planning and commissioning	<ul style="list-style-type: none"> Place to Grow Delivery Plan Community Benefits Wish List Corporate procurement Alternative models of service delivery - Care Reform 	3	

Principle E: developing the entity's capacity, including the capability of its leadership and the individuals within it			
Supporting principle 1: developing the entity's capacity		Evaluation	Further action required
Requirement	Examples of supporting evidence		
E1.1 Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently	<ul style="list-style-type: none"> Procurement Strategy Option appraisals Participation in benchmarking groups & Local Government Benchmarking Framework 	3	
E1.2 Recognising the benefits of partnerships and collaborative working where added value can be achieved	<ul style="list-style-type: none"> COSLA, SOLACE and Improvement Service engagement Community Planning Partners City Deal Clyde Valley arrangements Shared Civil Contingencies Service 	3	
E1.3 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	<ul style="list-style-type: none"> Workforce Plan Planning for the Future staff profile A Place to Grow People Strategy and associated action plan HSCP Workforce Plan 	3	
Supporting principle 2: developing the capability of the entity's leadership and other individuals		Evaluation	Further action required
Requirement	Examples of supporting evidence		
E2.1 Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	<ul style="list-style-type: none"> Scheme of delegated functions and Scheme of Administration Elected member inductions Codes of Conduct for Employees & Members 	3	
E2.2 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	<ul style="list-style-type: none"> Scheme of Delegated Functions Scheme of Administration 	3	

	<ul style="list-style-type: none"> • Council and Contract Standing Orders 		
E2.3 Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority	<ul style="list-style-type: none"> • Scheme of Delegated Functions • Quality Conversations • Six monthly corporate performance reporting and departmental reviews 	3	
E2.4 Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks	<ul style="list-style-type: none"> • A Place to Grow • Briefings to Members and Development Plans • Quality Conversations Framework • Learning and development leadership sessions 	3	Ongoing Review elected member training and development, including provision of Equality, Fairness and Rights Impact assessment training and ensuring coverage of mandatory cyber essentials training (Head of HR & Corporate Services, March 2026).
E2.5 Ensuring that there are structures in place to encourage public participation	<ul style="list-style-type: none"> • Citizens' Panel • Online engagement tools • Participatory budgeting • Community Councils and Tenant group support • HSCP Strategic Plan 	3	

	<ul style="list-style-type: none"> HSCP Participation & Engagement Network 		
E2.6 Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	<ul style="list-style-type: none"> Chief Executive and Member meetings Member Training and Development Plans Leadership training Inspection regimes 	3	
E2.7 Holding staff to account through regular performance reviews which take account of training or development needs	<ul style="list-style-type: none"> Quality Conversations Learning and Development Plans Chief Executive and Member meetings People Strategy and associated action plan 	3	
E2.8 Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	<ul style="list-style-type: none"> HR and Health and Safety policies Employee counselling provision and Occupational Health provision Stress risk assessment People Strategy and associated action plan Investment in Employee Wellbeing & Development fund 	3	

Principle F: managing risks and performance through robust internal control and strong public financial management			
Supporting principle 1: managing risk		Evaluation	Further action required
Requirement	Examples of supporting evidence		
F1.1 Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making	<ul style="list-style-type: none"> • Scheme of Administration and Scheme of Delegated Functions • Risk Management Strategy • Strategic Risk Register, Department Risk Registers and other operational risk registers • Data Protection Impact Assessment Framework 	3	New Action Update of the Council's Strategic Risk Framework and Strategy into a single document, aligned to 'Place to Grow' – accompanied with risk management training for Elected Members (Resilience Coordinator, December 2025).
F1.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively	<ul style="list-style-type: none"> • Risk Management Strategy • IJB Risk Management Strategy 	3	
F1.3 Ensuring that responsibilities for managing individual risks are clearly allocated	<ul style="list-style-type: none"> • Risk Management Strategy • Audit and Scrutiny Committee role • Strategic Risk Register, Department Risk Registers and other operational risk registers • IJB Performance and Audit Committee 	3	

Supporting principle 2: managing performance		Evaluation	Further action required
Requirement	Examples of supporting evidence		
F2.1 Monitoring service delivery effectively including planning, specification, execution and independent post-implementation review	<ul style="list-style-type: none"> Strategic planning and performance arrangements (A Place to Grow and Organisational Health Check) Performance Management Framework Digital Transformation programme governance 	3	
F2.2 Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook	<ul style="list-style-type: none"> Member Support team Corporate report format guidance Council Minutes and Committee reports 	3	
F2.3 Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making	<ul style="list-style-type: none"> Scheme of Administration and Scheme of Delegated Functions Internal Audit / External scrutiny arrangements Audit and Scrutiny Committee and Reports IJB Performance and Audit Committee 	3	
F2.4 Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	<ul style="list-style-type: none"> Directors' 1:1s with Convenors Corporate Management Team briefings Performance management framework 	3	
F2.5 Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements)	<ul style="list-style-type: none"> Contract Standing Orders Financial planning and management Annual Report and Accounts 	3	

Supporting principle 3: robust internal control		Evaluation	Further action required
Requirement	Examples of supporting evidence		
F3.1 Aligning the risk management strategy and policies on internal control with achieving objectives	<ul style="list-style-type: none"> • Risk Management Strategy • Strategic Risk Register • Internal audit plan and reports • Risks linked to outcomes in key plans 	3	New Action Update of the Council's Strategic Risk Framework and Strategy into a single document, aligned to 'Place to Grow' – accompanied with risk management training for Elected Members (Resilience Coordinator, December 2025).
F3.2 Evaluating and monitoring risk management and internal control on a regular basis	<ul style="list-style-type: none"> • Risk Management Strategy • Budget monitoring arrangements • Internal Audit plan and reports 	3	
F3.3 Ensuring effective counter fraud and anticorruption arrangements are in place	<ul style="list-style-type: none"> • Fraud, Bribery & Theft Policy (updated April 2022) • Compliance with the Code of practice on managing the risk of fraud and corruption • Anti-Money Laundering Policy • Fraud Response Statement 	3	

F3.4 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	<ul style="list-style-type: none"> Annual Governance Statement Annual Report and Accounts Audit and Scrutiny Committee oversight of Internal /External Audit and Strategic Risks Regular Internal Audit review of risk management & corporate governance embedded in audit plan 	3	
F3.5 Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment, that its recommendations are listened to and acted upon	<ul style="list-style-type: none"> Audit and Scrutiny Committee chaired by non-Administration councillor Audit and Scrutiny Committee oversight of Internal /External Audit and Strategic Risks Audit and Scrutiny Committee – Report Activity IJB Performance and Audit Committee Clinical and Care Governance Group 	3	
Supporting principle 4: managing data		Evaluation against code (1– not; 2– partial; 3– fully)	Further action required
Requirement	Examples of supporting evidence		
F4.1 Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	<ul style="list-style-type: none"> Codes of Conduct for Members and Employees Fraud, Bribery & Theft Policy (updated April 2022) Information Governance Framework (includes policies, procedures & training) 	3	New Action Submission of the Council's amended Records Management

	<ul style="list-style-type: none"> Corporate Information Asset Register Records Management Plan Fraud Response Statement 		Plan for the approval of the Keeper of the Records of Scotland (Head of Legal, May 2025).
F4.2 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies	<ul style="list-style-type: none"> Data Loss Prevention programme Data protection Policy Information Sharing Protocols and Data-sharing agreements Corporate Information Asset Register 	3	
F4.3 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	<ul style="list-style-type: none"> Performance Management Framework Mid and end year reporting and review meetings Local Government Benchmarking Framework analysis Internal Audit plan and reports 	3	
Supporting principle 5: strong public financial management		Evaluation	Further action required
Requirement	Examples of supporting evidence		
F5.1 Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance	<ul style="list-style-type: none"> Financial planning and management arrangements Capital Investment Strategy Treasury Management Strategy 	3	
F5.2 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks & controls	<ul style="list-style-type: none"> Budget monitoring reports Annual report and accounts Finance Business Partner Approach 	3	New Action Servitor system is coming to end of life, a data review is ongoing to

			identify risks due to duplication. Furthermore, a Digital Improvement Strategy has commenced within the Housing Repairs Service, which will replace Servitor and see introduction of all jobs being raised on Integra. (Director of Environment, April 2026)
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Principle G: implementing good practices in transparency, reporting, and audit to deliver effective accountability			
Supporting Principle 1: implementing good practice in transparency		Evaluation	Further action required
Requirement	Examples of supporting evidence		
G1.1 Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate	<ul style="list-style-type: none"> • Council website – information should adhere to Government Digital Service (GDS) standards and meet accessibility requirements • Corporate Reporting Format guidance • Communications strategy • Social Media Strategy & Protocol • Internal promotion of updated Plain English guide 	3	
G1.2 Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	<ul style="list-style-type: none"> • Annual Public Performance Report • Council website - performance pages - information should adhere to Government Digital Service (GDS) standards and meet accessibility requirements • Evaluation of public performance reporting arrangements 	3	

Supporting principle 2: implementing good practises in reporting		Evaluation	Further action required
Requirement	Examples of supporting evidence		
G2.1 Reporting at least annually on performance, value for money and the stewardship of its resources.	<ul style="list-style-type: none"> • Annual report and accounts • Annual Public Performance Report • Local Government Benchmarking Framework and report • Strategic mid and end year reporting • Annual External Audit work on Best Value • HSCP Annual Performance Report 	3	
G2.2 Ensuring members and senior management own the results	<ul style="list-style-type: none"> • Discussion at Council/Cabinet/Committees/CMT • Chief Executive review meetings • Chief Executive's 'Quality Conversation' 	3	
G2.3 Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance	<ul style="list-style-type: none"> • Annual governance statement • Code of Corporate Governance improvement actions published online 	3	
G2.4 Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	<ul style="list-style-type: none"> • Annual governance statement-included in annual accounts and publicly available 	3	
G2.5 Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations	<ul style="list-style-type: none"> • Recent review of annual account format to improve accessibility 	3	

Supporting principle 3: assurance and effective accountability		Evaluation	Further action required
Requirement	Examples of supporting evidence		
G3.1 Ensuring that recommendations for corrective action made by external audit are acted upon	<ul style="list-style-type: none"> Recommendations made by external audit acted upon Audit Scotland Annual Audit Report to Members and the Controller of Audit East Renfrewshire Best Value reports IJB Performance and Audit Committee 	3	
G3.2 Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	<ul style="list-style-type: none"> Compliance with CIPFA's statement on the role of the head of internal audit Compliance with public sector internal audit standards Audit and Scrutiny Committee Internal Audit Charter 	3	
G3.3 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	<ul style="list-style-type: none"> Recommendations made by peer reviews/inspections/regulatory and bodies considered and included in plans for implementation e.g. thematic review cycle in schools 	3	
G3.4 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	<ul style="list-style-type: none"> Annual Governance Statement 	3	

<p>G3.5 Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met</p>	<ul style="list-style-type: none"> • Community Planning Partnership governance arrangements • Ongoing approach to community engagement, participation and feedback on decisions 	<p>3</p>	<p>Ongoing</p> <p>Review community planning governance structures aligned to a Place to Grow (Head of Communities & Transformation, November 2025).</p>
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Evidence Matrices Guide

The following evidence matrices correspond to the coding in the previous tables. Principles are labelled alphabetically and supporting principles are labelled numerically. The requirements/evidence continue with the numerical labelling system. For example, B3.6 refers to core principle B - supporting principle 3 - engaging stakeholders effectively, including individual citizens and service users and requirement 3.6 - Taking account of the interests of future generations of tax payers and service users

Evidence Matrix

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Adherence to Local Government in Scotland Act			✓												✓						
Adopting recommendations included in External Audit Reports and inspections															✓						✓
Alcohol and Drug Partnership					✓																
Alternative models of service delivery - Care Reform											✓										
Annual Cabinet work plan										✓											
Annual Governance Statement															✓	✓				✓	✓

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Annual Report & Accounts							✓								✓	✓		✓		✓	
APSE benchmarking reports												✓									
Asset Management Plans											✓				✓						
Audit & Scrutiny Reports	✓						✓								✓	✓					
Audit and Scrutiny Committee	✓	✓		✓										✓		✓					✓
Budget Consultation and accompanying Report				✓	✓	✓	✓	✓			✓										
Budget Engagement					✓																
Budget planning and monitoring							✓	✓	✓	✓	✓					✓		✓			
Business Continuity Planning							✓			✓				✓							
Call-in procedure			✓	✓											✓	✓					
Capital Investment Strategy							✓	✓			✓							✓			
Capital Project appraisal forms											✓										
Change & Investment programmes								✓			✓										
Chief Executive and Member meetings													✓							✓	

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Chief Executive performance review meetings		✓																			
Chief Social Work Officer Annual Report				✓																	
Citizens' Panel research/ reports	✓			✓	✓	✓			✓				✓								
City Deal								✓				✓									
Climate Impact Assessment								✓	✓												
Clinical and Care Governance Group																	✓				
Codes of Conduct for Members & Employees	✓	✓	✓										✓		✓		✓				
Commissioner for ethical standards in public life Scotland	✓																				
Committee minutes and reports				✓											✓					✓	
Communications Strategy and media reporting	✓			✓	✓	✓	✓												✓		
Community and voluntary organisations mapping database					✓																

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Community Benefits Wish List				✓							✓										
Community Councils and Tenant group support													✓								
Community Councils support													✓								
Community engagement & participation (FairER/ Participatory Budgeting)					✓	✓	✓				✓		✓								✓
Community Plan (& FairER) performance reports	✓					✓	✓														
Community Plan (Place to Grow)				✓	✓	✓	✓														
Community Planning Partnership				✓	✓	✓	✓			✓		✓									✓
Complaints Procedure and reports	✓			✓																	
Compliance with CIPFA statement on role of Chief Financial Officer and head of Internal Audit			✓																		✓
Consultation through Equality, Fairness and				✓		✓			✓												

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Rights Risk Assessments																					
Contract Standing Orders		✓	✓						✓				✓		✓						
Corporate Information Asset Register																	✓				
Corporate Management Team briefings															✓						
Corporate Management Team monitoring														✓							
Corporate Procurement Strategy		✓						✓			✓	✓									
Corporate Reporting Format guidance															✓				✓		
Corporate Resource Planning											✓										
COSLA, SOLACE and Improvement Service engagement												✓									
Council meetings and webcasts				✓																	
Council Standing Orders	✓	✓	✓	✓				✓					✓		✓						
Council Values	✓	✓	✓	✓			✓														
Council website – information should adhere to Government	✓			✓		✓		✓											✓		

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Digital Service (GDS) standards and meet accessibility requirements																					
Customer Care Standards	✓			✓		✓															
Data Loss Prevention programme																	✓				
Data Protection Governance Report																✓					
Data Protection Policy	✓	✓		✓										✓			✓				
Declaration/Register of Employee Interests	✓		✓																		
Digital Transformation Strategy and Programme				✓			✓		✓	✓					✓			✓			
Directors' 1:1's with Convenors															✓						
Discipline & Grievance procedures		✓																			
Economic Forecasts/Benchmarking							✓														
Employee Counselling													✓								
Equality & HR Mainstreaming report						✓															

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
including equality outcomes																					
Equality Mainstreaming Plan								✓													
ERCLT – Transfer of Services Agreement and Articles of Association		✓			✓							✓									
Fair Working Practices											✓										
Finance Business Partner Approach																		✓			
Financial Planning Report						✓	✓	✓	✓	✓	✓				✓			✓			
Financial Regulations			✓								✓										
Fol annual report and requests				✓																	
Fraud Response Statement	✓															✓	✓				
Fraud, Bribery & Theft Policy (updated April 2022)	✓												✓		✓	✓	✓				
General conditions of purchase		✓																			
Get to Zero plans											✓										
H&S ICT system Core Systems development													✓								

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Health and Well-being Strategy and Action Plan													✓								
HR policies and procedures e.g. discipline and grievance, Dignity at Work	✓	✓											✓								
HSCP & CPP Needs Assessments						✓															
HSCP and Locality networks and groups				✓	✓	✓															
HSCP Annual Performance Report							✓			✓									✓		
HSCP Implementation Plan										✓											
HSCP Participation and Engagement Group						✓															
HSCP Participation & Engagement Network					✓	✓			✓				✓								
HSCP Participation and Engagement Strategy			✓	✓																	
HSCP Strategic Commissioning Plan				✓	✓																
HSCP Strategic Plan				✓			✓			✓			✓								

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
HSCP Strategic Planning Group				✓	✓	✓															
HSCP Workforce Plan												✓									
hubWest												✓									
IJB Performance and Audit Committee															✓						
IJB Risk Management Strategy							✓							✓							
Implementation of Consumer Duty								✓													
Inductions and training				✓		✓							✓				✓				
Information Governance Framework																	✓				
Information Governance Officer																	✓				
Information Governance policies and frameworks	✓	✓		✓										✓			✓				
Information Sharing Protocols																	✓				
Inspection regimes													✓								✓
Integrated Equalities, Fairness and Rights Impact Assessment (EFRIA)				✓				✓													

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Integration scheme for ER HSCP		✓			✓																
Internal Audit Charter																					
Internal Audit plan reports															✓	✓					✓
Internal promotion of updated Plain English guide																			✓		
Investment in Employee Wellbeing & Development fund													✓								
Job Descriptions			✓										✓								
Leadership Competencies	✓	✓																			
Leadership training													✓								
Learning and Development Plans													✓								
Learning and development leadership sessions													✓								
LGBF Benchmarking Report				✓						✓		✓					✓			✓	
Local Development Plan 3 development								✓	✓		✓										
Locality Planning					✓	✓	✓														

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Management & Leadership Development Programmes													✓								
Meeting Agenda and Minutes	✓	✓					✓	✓	✓						✓					✓	
Member support team													✓		✓						
Members' Induction Programme	✓	✓											✓								
Modern Slavery Charter		✓																			
Monitoring Officer	✓		✓																		
National Care Service Bill											✓										
Non-residential charging policy – public engagement						✓			✓												
Online citizen engagement tool				✓		✓			✓				✓								
Options appraisal guidance and training				✓					✓			✓									
Organisational Development Board													✓								
Participation Requests Framework						✓															

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Partnership networks (inc. COSLA, IS, LG Digital Partnership, Clyde Valley, hubWest, VAER)												✓									
People Strategy and associated action plan		✓																			
Performance Management Framework										✓					✓		✓			✓	
Place to Grow	✓			✓	✓	✓	✓				✓		✓		✓						
Planning for the Future				✓		✓						✓									
Procurement Contract Register											✓										
Public Performance Report				✓		✓	✓												✓	✓	
Quality Conversations framework	✓	✓										✓	✓							✓	
Records Management Plan				✓													✓				
Recruitment Code of Practice		✓															✓				
Register of Interests	✓														✓		✓				
Risk Management Strategy				✓			✓			✓				✓		✓					

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Regular Internal Audit review of risk management & corporate governance embedded in audit plan																✓					
Risk Monitoring							✓							✓		✓					
Scheme of Administration	✓	✓	✓	✓				✓					✓	✓	✓						
Scheme of Delegated functions	✓	✓	✓	✓									✓	✓	✓						
Scoping citizen engagement software									✓												
Service Improvement Plans															✓						
Service/User design as part of change programme													✓								
Social Media Strategy & Protocol	✓					✓													✓		
Stakeholder engagement via Integration Joint Board and Performance and Audit Committee					✓																
Statutory provision and guidance (e.g. planning legislation, placing			✓					✓													

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
requests, health & safety, etc.)																					
Strategic Performance Reports				✓		✓				✓			✓		✓		✓			✓	
Strategic Plan, Non-residential Charging Policy engagement						✓															
Strategic planning & performance arrangements (A Place to Grow/Organisational Health Check)			✓				✓								✓						
Strategic Risk Register							✓	✓		✓				✓		✓					
Stress risk assessment													✓								
Supporting community groups													✓								
Third Sector Interface via Voluntary Action East Renfrewshire					✓																
Three capabilities - prevention, digital change and empowering communities)							✓														
Treasury Management Strategy							✓	✓			✓							✓			

Principle	A			B			C		D			E		F					G		
Supporting principle	1	2	3	1	2	3	1	2	1	2	3	1	2	1	2	3	4	5	1	2	3
Evidence	1.1 - 1.4	2.1 - 2.4	3.1 - 3.4	1.1 - 1.4	2.1 - 2.3	3.1 - 3.6	1.1 - 1.5	2.1 - 2.4	1.1 - 1.2	2.1 - 2.5	3.1 - 3.4	1.1 - 1.3	2.1 - 2.8	1.1 - 1.3	2.1 - 2.5	3.1 - 3.5	4.1 - 4.3	5.1 - 5.3	1.1 - 1.2	2.1 - 2.5	3.1 - 3.5
Unacceptable Actions Policy	✓			✓																	
Workforce Plan											✓	✓									
Youth Rights Association and Champions Board engagement						✓															

Annex 2: ANNUAL GOVERNANCE STATEMENT 2024-25

East Renfrewshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. We ensure that public money is safeguarded and properly accounted for and that our resources are used economically, efficiently and effectively.

In discharging this accountability, our elected members and senior officers are responsible for putting in place proper arrangements for the governance of our business and the stewardship of our resources and assets. As part of this responsibility, we review and adopt a Code of Corporate Governance annually.

The Code is built around these seven principles:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

An update on progressing the actions from the previous version of the Code of Corporate Governance has been undertaken and was considered at the Audit & Scrutiny Committee at the meeting of the 20 June 2024. An update on the actions and related documentation is available on the Council website or via these links

https://www.eastrenfrewshire.gov.uk/media/10322/CoCG-actions-23-24/pdf/CoCG_Updates_3.pdf?m=1718295494470 and

https://www.eastrenfrewshire.gov.uk/media/10476/Code-of-Corporate-Governance-2024-to-2025/pdf/Code_of_Corporate_Governance_24-25_for_website.pdf?m=1718972832703

The Council has also established various subsidiaries and associates to deliver services more effectively. While these organisations are required to implement their own organisational governance and management arrangements and structures, they also form part of the overall governance environment of the Council 'family'.

Compliance

This statement outlines East Renfrewshire Council's level of compliance with the Code of Practice on Local Authority Accounting in the UK, based on International Financial Reporting Standards which detail the requirements for an Annual Governance Statement.

In line with CIPFA's Financial Management Code, which assists Councils in validating their financial sustainability by following a series of principles, the Head of Finance has completed an assessment demonstrating the Council's compliance with the code and noting that the

position is unchanged from that reported in the Annual Governance Statement last year. The assessment validates that the Council has strong foundations to:

- Financially manage the short, medium and long-term finances of the Council;
- Manage financial resilience to meet unforeseen demands on services; and
- Manage unexpected shocks in the organisation's financial circumstances.

Further reviews of compliance with the code will be carried out yearly and any outstanding matters or areas of improvement will be included in the action plan within this statement.

The Council's committee structure in terms of the number of committees, their composition and their terms of reference is set out in the Scheme of Administration. The Council made full use of remote meetings technology during the year and committees met in accordance with the meetings calendar.

The purpose of the governance framework

The governance framework comprises the systems, processes, culture and values by which we control our processes and engage with our residents and communities. It enables us to monitor the progress we have made towards achieving our strategic outcomes and to consider whether those outcomes have led to the delivery of appropriate, cost-effective services.

Our system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable assurance of effectiveness. Our system of internal control is based on an ongoing process designed to identify and prioritise the risks to achieving our outcomes, policies, aims and objectives; to evaluate the likelihood of those risks being realised and the impact should they be realised; and to manage them efficiently, effectively and economically.

Our system of internal financial control is based on a well-established framework of regular management and performance information, financial regulations, administrative procedures, management supervision, and a system of delegation and accountability. Regular reviews of information and systems within this framework are undertaken by our managers.

The system includes –

- A clear strategic direction set out in the 3 pillars of 'A Place to Grow', supported by a set of 3 values and 3 organisational capabilities (amended by Council from 5 capabilities in June 2023).
- Sound financial management arrangements which comply with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.
- Clear roles and responsibilities for the Corporate Management Team (CMT) and elected members, with well-defined delegation arrangements.
- A statutory section 95 officer and a Chief Financial Officer for East Renfrewshire Health and Social Care Partnership (HSCP) Integration Joint Board.

- An Audit and Scrutiny Committee which provides a robust and effective level of scrutiny and challenge.
- High standards of budgeting, monitoring and reporting.
- Regular reviews of periodic and annual financial reports, which indicate both financial performance and actual expenditure against forecasts
- Clearly defined capital expenditure guidelines.
- Matching of asset base to Council objectives in terms of suitability and sustainability, and supported by appropriate asset management plans overseen by the Corporate Asset Management Group.
- Well embedded and systematic approach to risk management.
- Well-developed corporate performance management arrangements, with regular reports to the Corporate Management Team, Committees and Council. Performance management reports are also published on the Council's website.
- Procedures in place to help members and employees comply with relevant codes of conduct and policies.
- The provision of extensive training and development opportunities for all elected members and employees.

A governance framework has been in place at East Renfrewshire Council for the year ended 31 March 2025 and up to the date of approval of the Statement of Accounts.

Review of effectiveness

We have responsibility for conducting, at least annually, a review of the effectiveness of our governance framework including the system of internal control. The review of the effectiveness of the framework is informed by the work of the Corporate Management Team, who have responsibility for the development and maintenance of the governance environment, the Chief Internal Auditor's annual report, and comments made by external auditors and other scrutiny agencies, regulators and inspectorates.

Internal Audit is our independent appraisal function established for the review of the internal control system as a service to the organisation. The service objectively examines, evaluates and reports on the adequacy of our internal control as a contribution to the proper, economic, efficient and effective use of the Council's resources.

The Internal Audit service operates in accordance with the Public Sector Internal Audit Standards (PSIAS) and have adopted the new Global Internal Audit Standards (GIAS) from the effective date of their introduction on 1 April 2025. The service undertakes an annual programme of work approved by the Audit and Scrutiny Committee based on a five-year strategic plan. The strategic plan is based on a formal risk-based audit needs assessment which is revised on an ongoing basis to reflect evolving risks and changes within the Council. The Chief Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control.

All our elected members and officers are committed to the concept of sound governance and the effective delivery of services. The Audit and Scrutiny Committee perform an effective scrutiny and challenge role in relation to the application of the Code of Corporate Governance and regularly monitor the performance of the Council's Internal Audit service and strategic risk management arrangements.

The Council complies with the CIPFA Code of Practice on Managing the Risk of Fraud & Corruption (2014) by supporting its Anti-Fraud, Bribery and Theft Strategy 2022-2027, approved by the Corporate Management Team. This strategy outlines the measures taken by the Council to protect itself against malpractice through either fraud or corrupt practices. The strategy is supported by Council policies & procedures including the Whistleblowing Policy, Anti-Money Laundering Policy, Guidance on Gifts and Hospitality and Register (Probity Register), information on a declaration of interest, Code of Conduct for Elected Members, Code of Conduct for Employees and the Information and Cyber Security Policy. The identification of risk is carried out in line with the Council's Risk Management Framework 2023-2025.

Using tools made available by the Chartered Institute of Public Finance and Accountancy (CIPFA) for a review on what is accepted as best practice for local authority audit committees, the Committee progressed a self-assessment of its effectiveness at the end of 2021 and start of 2022. In June 2022, the Committee endorsed the self-evaluation recommendations made by the Audit and Scrutiny Committee prior to the Local Government Elections that year.

Self-evaluations continue to be considered useful by the Committee, such as for analysing performance and enhancing its practices. It was intended to pursue a mid-Administration self-evaluation towards the end of 2024 and start of 2025. Due to staff turnover, commencement of the review was delayed slightly to the start of 2025, when updated CIPFA Best Practice guidance was distributed to Audit & Scrutiny Committee Members, together with a self-evaluation questionnaire for their completion. A related review meeting was organised to consider the feedback and development of an Action / Improvement Plan. Work on the review is ongoing, and it is anticipated that the review will be completed and related recommendations will be approved by the Committee prior to the 2025 summer recess.

Progress against actions from last year's plan

The improvement activities noted in the previous Annual Governance Statement were progressed as follows:

ACTIVITY	PROGRESS	RESPONSIBLE OFFICER
Review elected member training and development, including provision of Equality and Fairness Risk assessment training and ensuring coverage of mandatory cyber essentials training	Ongoing - Elected Members received additional bespoke training. This training focussed on best practice guidance and the role of Elected Members in relation to mainstreaming, equality outcomes, policy development and scrutiny. Elected Members have recently been reminded to complete the newly updated mandatory 'Information & Cyber Security' online course.	Democratic Services Manager
A review of the Community Council Scheme of Establishment will be undertaken to incorporate new national guidance	Complete - The Community Council Scheme of Establishment has been reviewed in light of the new national guidance, and no changes are necessary at this time. The Scheme will continue to be kept under review, and	Head of Human Resources and Corporate Resources

	any modifications will be reported to Council as required.	
Complete the review of the Council's Standing orders	Ongoing - An initial review of the Standing Orders has been conducted by the Democratic Services Team. A Member/Officer Working Group has been formed to undertake a more formal review of the Standing Orders and provide recommendations to the full Council. Any proposed amendments will be submitted to the Council by autumn.	Democratic Services Manager
Conduct a review of the Council's Schemes of Administration and Delegated Functions	Ongoing - An initial review of the Schemes of Administration and Delegation has been conducted by the Democratic Services Team. A Member/Officer Working Group is being formed to undertake a more formal review of these governance documents and provide recommendations to the full Council. Any proposed amendments will be submitted to the Council by autumn.	Democratic Services Manager
Review the Council's strategic and community planning frameworks to align with A Place to Grow	Complete – 'A Place to Grow' delivery plan, including new Council 'Organisational Health-check' section (to replace former Customer, Efficiency, People section of the Outcome Delivery Plan) was approved by Council in April 2025. There will be ongoing alignment of all other council plans and strategies to 'A Place to Grow' over time in line with natural refresh periods.	Head of Human Resources and Corporate Resources
Review community planning governance structures	Ongoing – as part of the 'A Place to Grow' vision planning and delivery plan, we have completed a mapping of all current partnership groups and how these align to the three vision pillars. With the vision and delivery plan approved the next stage will be to strengthen the community planning governance structures to oversee the delivery of the vision.	Head of Human Resources and Corporate Resources
Accelerate development of an interface between Housing's Servitor system and the Council's Integra financial system	Ongoing	Director of Environment
Continue with manual checks by Procurement of all Housing invoices or certificated payments over	Process changed - certificates are now checked within Integra so no offline work is required	Chief Procurement Officer

£50k until the new Servitor/Integra interface is in place		
Implement a proportionate response to the new <u>Consumer Duty</u>	Ongoing – National guidance on the new Consumer Duty arrived later than expected, in February 2025. Councils have not been given additional resource to implement this duty so a proportionate response, implemented over time, will be appropriate. We are assessing the merits of embedding this new duty into the Equality & Fairness & Rights Assessment process (EFRIA) as part of a broader review process.	Director of Business Operations and Partnerships
Engage in further scoping and development with community partners and local residents, with a view to a broader review of outcomes and the ‘golden thread’ of strategic planning for 2024/25	Complete - ‘A Place to Grow’, the Community Planning Partnership’s long-term vision for 2040 as approved by Council in September 2024 and publicly launched in December, with the Delivery Plans approved by Council in April 2025. A ‘Place to Grow’ community conference was held on 26 April 2025 and attended by over 100 local groups and organisations and staff.	Director of Business Operations and Partnerships

Other key developments during 2024/25

Responses made to Second Review of Scottish Parliament Boundaries, e.g. Council, April 2024.
Declaration of a local Housing Emergency at Council, September 2024.
Annual Procurement Report 2023/24 and Annual update to the Procurement Strategy 2023-26 considered by Cabinet, October 2024.
Agreement to form a Board to oversee delivery of The Promise in East Renfrewshire, Council, October 2024.
Accounts Commission published East Renfrewshire Council’s Controller of Audit Report for Best Value in February 2025.
New Medium Term Financial Strategy 2025-30 approved by Council, February 2025.
Updated Civic Event Protocol (Incorporating Flag Flying Protocol) approved by Council, February 2025.
Trading Under Best Value report considered by Cabinet, March 2025.
Equality & Human Rights Mainstreaming Report, including new Equality Outcomes for 2025-29 considered by Council, April 2025.

Key actions planned relating to governance for 2025/26

ACTIVITY	RESPONSIBLE OFFICER	TARGET DATE
Submission of the Council's amended Records Management Plan for the approval of the Keeper of the Records of Scotland.	Head of Legal	May 2025
Update of the Council's Strategic Risk Framework and Strategy into a single document, aligned to 'A Place to Grow' – accompanied with risk management training for Elected Members.	Chief Executive	November 2025
Review strategic performance management framework and reports to align with 'A Place to Grow'.	Head of Communities & Transformation	June 2026
Finalise Community Planning Governance Structures aligned to 'A Place to Grow'.	Head of Communities and Transformation	November 2025

Certificates of Assurance for Internal Financial Control

The Chief Executive, Directors of each Department and the Chief Executive of the Culture and Leisure Trust have all signed Certificates of Assurance for Internal Control and have confirmed that to the best of their knowledge, corporate governance arrangements and financial controls in their Department have been, and are, working well and there are no new significant matters arising which would require to be raised specifically.

Statement on the role of the Chief Financial Officer in Local Government

Under the Code we are required to state whether we comply with the CIPFA statement on the role of the Chief Financial Officer in Local Government and, if not, to explain how our governance arrangements deliver the same impact. The full statement is:

The Chief Financial Officer in a public service organisation:

- Is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the Council's strategic objectives sustainably and in the public interest;
- Must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the Council's financial strategy; and
- Must lead the promotion and delivery by the whole Council of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the Chief Financial Officer:

- Must lead and direct a finance function that is resourced to be fit for purpose; and
- Must be professionally qualified and suitably experienced.

The Council considers that it is fully compliant with the above statement.

Assurance

We consider that the governance and internal control environment operating during 2024/25 provided reasonable and objective assurance that any risks impacting on the achievement of our strategic outcomes were identified, and appropriate actions were taken.

Looking ahead well-established systems remain in place to review our governance and internal control environment. We will continue to review our corporate governance arrangements and closely monitor progress on the key improvement actions to support our ultimate aim: making people's lives better in East Renfrewshire.

Cllr Owen O'Donnell
Leader of the Council

Steven Quinn
Chief Executive
On behalf of East Renfrewshire
Council

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Looking ahead well-established systems remain in place to review our governance and internal control environment. We will continue to review our corporate governance arrangements and closely monitor progress on the key improvement actions to support our ultimate aim: making people's lives better in East Renfrewshire.

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EAST RENFREWSHIRE COUNCIL25 June 2025Report by Director of Business Operations and PartnershipsPROVOST'S ENGAGEMENTS**PURPOSE OF REPORT**

1. To advise the Council of the civic engagements carried out by Provost Montague, or Deputy Provost Campbell where indicated, since the meeting of the Council on 23 April 2025.

RECOMMENDATION

2. It is recommended that the Council notes the report.

REPORT

3. Since the Council meeting on 23 April, Provost Montague, or Deputy Provost Campbell where indicated, have carried out the civic engagements as listed below:-

24 April	Attended Yom HaShoah, Giffnock
25 April	Attended Darshana Exhibition on Hindu Civilisation, Newton Mearns
26 April	Attended A Place to Grow Community Conference, Barrhead
26 April	Attended Bangiya Sanskritik Parishad Event, Clarkston
28 April	Hosted Workers Memorial Day Flag Raising, Council Headquarters
8 May	Hosted VE Day 80 Flag Raising, Council Headquarters
8 May	Attended VE Day 80 Beacon Lighting Event, Neilston War Memorial
9 May	Attended the Official Opening of Neilston Campus, Neilston
13 May	Deputy Provost Campbell hosted Citizenship Ceremony, Council Headquarters
17 May	Attended a Defibrillator Installation and Photoshoot, Belmont House School, Newton Mearns
22 May	Attended Official Opening of St John's Nursery Campus, Barrhead
2 June	Hosted Pride Flag Raising, Council Headquarters
5 June	Attended Mass of Thanksgiving and Graduation Ceremony, St Ninian's High School, Giffnock
11 June	Attended the Funeral of Councillor Betty Cunningham OBE, Barrhead

12 June	Attended Belated Eid/Vaishakhi Celebration, Newton Mearns
13 June	Attended Fireskills Presentation Ceremony, Clarkston Fire Station
22 June	Attended Opening Ceremony of International Day of Yoga (Yoga for One Earth, One Health), Newton Mearns
22 June	Attended Cardiopulmonary Resuscitation (CPR)/Defibrillator Training, Newton Mearns
23 June	Hosted Armed Forces Day Flag Raising, Council Headquarters
24 June	Attended Giffnock Primary School End of Year Service, Giffnock

RECOMMENDATION

4. It is recommended that the Council notes the report.

Louise Pringle
Director of Business Operations and Partnerships

Report Author

Linda Hutchison, Senior Democratic Services Officer (Tel 0141 577 8388)
E-mail linda.hutchison@eastrenfrewshire.gov.uk

Background papers - None

EAST RENFREWSHIRE COUNCIL25 June 2025Report by the Chief Financial OfficerGENERAL FUND CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to recommend adjustments to the 2025/26 General Fund Capital Programme, approved on 26 February 2025, resulting from finalisation of the previous year's programme and in light of subsequent information.

RECOMMENDATIONS

2. The Council is asked to:-
 - note and approve the movements within the programme;
 - approve the removal of the £1.920m limit on the advance works associated with the new Eastwood Leisure Centre while maintaining the costs within the overall project budget;
 - approve the use of developer contributions to fully fund a new capital project at Kingston Playing Fields, with a total cost of £0.119m;
 - homologate the decision to use £0.140m of developer contributions to fund the increased cost of the Eastwood High School Dining project; and
 - note the shortfall of £0.174m and that income and expenditure on the programme will be managed and reported on a regular basis.

BACKGROUND

3. The General Fund Capital Programme for 2025-2035 was approved by Council on 26 February 2025.
4. Movements on the 2024/25 programme were approved by Cabinet on 6 March 2025. These changes reflected movements subsequent to the position approved by Council on 26 February 2025.
5. At that point, expenditure on the 2024/25 programme had not been finalised and this report now adjusts 2025/26 project budgets to allow for outstanding works at year end to be completed in the current financial year.
6. The programme is being constantly monitored to ensure any additional cost pressures on key projects can be covered by deferring or reducing other projects to compensate. Where we have general provision for regular capital expenditure (such as on ICT, Roads, or Schools Major Works) officers are expected to prioritise spend on such

schemes to remain within the budgeted level. It is recognised that this may mean that fewer such schemes will progress in the year.

7. On 13 December 2023, the Council approved expenditure on the advance works for the new Eastwood Leisure Centre to a maximum of £1.920m. Since this decision, significant progress has been made on this project, with financial close now anticipated during October 2025, at which point a final cost will be contractually agreed. There is a benefit to increasing the level of advance works to ensure continuity of site works through to full construction stages, with no requirement to de-mobilise and re-mobilise the site. This will provide an overall improvement to the project duration. Whilst this will not increase the overall project cost, the cost of the advance works will exceed the £1.920m previously approved. To ensure project continuity, the Council is asked to remove the limit on advance works while maintaining the project within the overall budget.

CURRENT POSITION

8.	Total anticipated expenditure (Appendix A)	£65.438m
	Total anticipated resources (Appendix B)	<u>£65.264m</u>
	Shortfall	<u>£ 0.174m</u>

FINALISATION OF THE 2024/25 PROGRAMME

9. The finalisation of the previous year's Capital Programme has cash flow implications for the 2025/26 Programme i.e. any unfinished works will now be progressed during the current year.
10. Appendix A shows the effect of this cash flow adjustment on the expenditure. This is not new or additional expenditure but simply an adjustment to reflect the later timing of expenditure.
11. The majority of this adjustment (£5.739m) reflects movements on the 2024/25 Programme which were reported to Cabinet on 6 March 2025 and explanations for these movements were included in the accompanying report.
12. A further £1.978m adjustment has now been added, reflecting the net underspend at year end. The main downward movements are as follows:-
 - i. Aurs Road (£0.955m) – as outlined in recent public statements, this is an exceptionally complex project. Expenditure was less than last anticipated due to the various site issues, including challenging ground conditions, moving unmapped utilities and excavation of a former water works structure. The Council continues to work closely with the contractors to tackle the issues as a matter of urgency. Updated designs have now been prepared and are subject of final approval by project partners. Once the finalised programme of works has been agreed, the anticipated costs and any related funding proposals will be reported to Council.
 - ii. Capelrig House Upgrade (£0.228m), Education CCTV (£0.154m), IT General Provision (£0.290m) and Property Maintenance (£0.349m) – These projects were on site or in progress at the year-end. The level of expenditure incurred is dependent on progress by the supplier. While the actual expenditure incurred was below the projected outturn reported to Cabinet during March 2025, the work is continuing and it is expected the projects will complete this financial year.

13. Appendix A also details transfers between budget lines where required.
14. Further adjustments to the programme are now necessary as set out below.

INCOME MOVEMENTS

15. Grants and other contributions received or awarded in previous years but not fully utilised at the year-end have been included within the resources to support expenditure transferred to the current year. The main income movements or issues are as follows:-
 - i. **Borrowing**
Borrowing in the current financial year has been reduced by a net total of £1.028m. This is due to the timing variances in expenditure and other adjustments noted below. This net adjustment reflects planned borrowing not utilised in 2024/25 (£12.003m) off-set by the rephasing of projects into future years (£13.031m).
 - ii. **General Capital Grant (Including Active Travel Transformation Fund)**
The level of grant, including the allocation between General Capital Grant (£6.344m) and the Active Travel Infrastructure Fund (£0.716m), reflects the latest information from the Scottish Government.
 - iii. **Environmental Improvement Grant**
The approved programme for the current year included a grant of £0.650m to fund environmental improvements associated with the White Cart Tributaries project. The drawdown of the grant has been deferred by one year, in line with the projected expenditure on this project.
 - iv. **City Deal Grant**
The award for the current year has yet to be confirmed. While the overall level of grant support for City Deal projects remains unchanged over the lifetime of the programme, annual grant figures may vary significantly as a result of changes in the phasing of national and regional funding. In light of both the revised expenditure in the current year and the grant received in the previous year, the estimated grant income has been reduced from £2.000m to £1.000m.
 - v. **UK Shared Prosperity Fund**
As reported to Cabinet on 27 March 2025, the Council has secured additional funding as part of the UK Government's levelling up programme. An income and corresponding expenditure provision of £0.267m have been added to the programme.
 - vi. **Developer Contributions**
A new active open space and environmental improvement project is proposed at Kingston Playing Fields, Neilston. The need for these facilities was identified within the Council's Local Action Plan and community consultation is currently in progress. Approval is sought for the inclusion of this project within the programme, subject to a positive community response, and the drawdown of £0.119m from developer contributions already received to fund the works. The drawdown from developers contributions has also been increased by £0.140m to fund the increased cost of the Eastwood High School Dining improvements (see paragraph

17iii). A drawdown of £0.526m relating to the Maidenhill Primary School Extension, originally earmarked for 2025/26, was drawdown during the previous financial year.

- vii. Investment for the Future Reserve
As approved by Cabinet on 6 February 2025, a drawdown of £1.000m to fund the purchase of additional temporary accommodation has been added to the programme.

EXPENDITURE MOVEMENTS

- 16. The programme approved during February 2025 has increased from £66.371m to £74.088m for purely cash flow reasons between 2024/25 and 2025/26. This reflects timing variances across the programme.
- 17. The projected expenditure is subsequently reduced by £8.650m to £65.438m. The main expenditure movements are as follows:-

Property Schools

- i. Free School Meals Expansion
During the current year, this project will focus on much needed dining improvements at Giffnock Primary School. Tender costs are likely to be received in September 2025 and it is estimated the works will be completed around Autumn 2026. A firm tender price is required before other schemes can be meaningfully planned. Estimated expenditure in the current year has been reduced by £1.781m.
- ii. Mearns Castle High School Extension
The construction period for this project will straddle the current and next financial year. Estimated expenditure in the current year has been reduced by £1.964m. Estimated total costs have been reduced by £0.249m.
- iii. Eastwood High School Dining Area
Based on returned tenders, the total cost of this project increased by £0.140m. In light of the urgency and necessity of this project, and following consultation with the Chief Executive, Director of Education and Head of Finance, the Council Leader and Cllr. Anderson were asked to approve the increased cost and the drawdown from developer contributions to fund it. In line with contract standing orders, the Council is asked to homologate this decision.
- iv. Eastwood High School Modular Classrooms
The estimated total cost of this project has increased by £0.400m, with an estimated increase in the current year of £0.150m. The project is due to start on site during Autumn/Winter 2025 and estimated completion is Spring 2026. The increase in total costs is off-set by savings on other projects; Mearns Castle High School Extension £0.249m and the initial construction of Maidenhill Primary School £0.151m.

Property Other

- v. City Deal - Barrhead South Access Railway Station
The project will be on site this Summer and the work is estimated to continue until late 2026. Estimated expenditure in the current financial year has been reduced by £0.985m.

- vi. **Country Park Visitor Facilities & Infrastructure**
This initiative is linked to the larger Aurs Road construction project, with various utility design and construction works being progressed as part of the Aurs Road project. The facilities are currently at design stage with the main construction work now scheduled for future years. Expenditure in the current year has been reduced by £0.764m.
- vii. **Purchase of Additional Housing Units**
During the previous year, there has been significant progress in identifying and purchasing further additional Housing units to help address homelessness in the area. As approved by Cabinet on 6 February 2025, a further provision of £1.000m has been added to the programme. This expenditure is being funded from the Investment for the Future reserve.
- viii. **Eastwood Refurbishment**
This project was the subject of a detailed report to Council on 11 December 2024. Subsequent to this approval, it has been agreed that advance construction works will commence during August 2025 with the main construction works commencing from December 2025. The estimated completion is Summer 2026. Based on these plans and programme, expenditure in the current year has been reduced by £2.631m.

Open Spaces

- ix. **White Cart Tributaries**
Further works on this project, which are funded by an environmental improvement grant, are now scheduled for the next financial year. Expenditure in the year has been reduced by £0.651m.
- x. **Artificial Pitch Improvements**
The programme for this year includes two schemes at Eastwood and Woodfarm High Schools. Based on returned tenders, expenditure during the current year has been reduced by £0.230m. In light of the constraints on the revised annual budget for future years, now £0.400m per annum, the unused budget will be carried forward to assist with next year's schemes.
- xi. **UK Shared Prosperity Fund**
As outlined in paragraph 15v above, the Council has secured additional funding as part of the UK Government's levelling up programme. Following approval by Cabinet on 27 March 2025, both an income and corresponding expenditure provision of £0.267m have been added to the programme.
- xii. **Kingston Playing Fields**
As outlined in paragraph 15vi above, a provision of £0.119m has been added to fund an active open space and environmental improvement project in the Neilston area. Approval is sought for the inclusion of this project and the drawdown of funding from developer contributions already received.

Roads

- xiii. **Active Travel Infrastructure Fund (formerly Cycling Walking & Safer Streets)**
Expenditure in the year has been revised in line with Scottish Government grant support over the previous and current financial year. Consequently, expenditure in the current year has been increased by £0.286m.

ICT

xiv. IT General Provision

The revised provision reflects a review of all schemes of work potentially falling under this project, including the migration to the new Scottish Wide Area Network (SWAN2). This area of work is subject to national timescales and scheduling is dependent on the progress of other authorities. While it is possible that further work schemes could arise, based on existing plans expenditure in the current year has been reduced by £0.230m.

xv. Education CCTV

There have been supply chain issues with equipment, with the lead time being longer than anticipated. Work will be completed at a number of sites this financial year and will continue into the next. Expenditure in the current financial year has been reduced by £0.237m.

xvi. ICT Infrastructure Review

The programme of works was developed as a consequence of the independent review, which was completed during December 2024. This project is being funded from the Investment for the Future reserve and it is anticipated that the full budget allocation will be spent over the next 24 months. The majority of the funding has been earmarked for hardware replacement, which requires extensive product discovery and evaluation to ensure the correct technology decisions are made and value for money is achieved. Based on current plans, expenditure in the current year has been reduced by £0.345m.

COMMENT

18. Resources not utilised during 2025/26 remain available to support the expenditure transferred to future years. This includes borrowing, grant income and drawdowns from reserves.
19. The projected shortfall of £0.174m represents 0.3% of the resources available and is within manageable limits.
20. The projected expenditure figure of £65.438m significantly exceeds the actual outturn achieved during the previous financial year (£43.248m, pre-audit). There are two specific high value projects within the programme, Eastwood Park Leisure and Barrhead South Railway Station, with estimated expenditure totalling £29.170m. The actual outturn is dependent on the progress achieved by the contractors.

PARTNERSHIP WORKING

21. This report has been prepared following consultation with appropriate staff from various departments within the Council including Property and Technical Services and Information Technology.

RECOMMENDATIONS

22. The Council is asked to:-

- note and approve the movements within the programme;
- approve the removal of the £1.920m limit on the advance works associated with the new Eastwood Leisure Centre while maintaining the costs within the overall project budget;
- approve the use of developer contributions to fully fund a new capital project at Kingston Playing Fields, with a total cost of £0.119m;
- homologate the decision to use £0.140m of developer contributions to fund the increased cost of the Eastwood High School Dining project; and
- note the shortfall of £0.174m and that income and expenditure on the programme will be managed and reported on a regular basis.

Further information is available from Paul Parsons, Principal Accountant, telephone 0141 577 3123.

Kirsty Stanners
Head of Finance (Chief Financial Officer)
KS/PP
16 June, 2025

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GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

	ANNUAL COSTS £'000			TOTAL COST £'000		
	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
Property - Schools	11,486	13,011	9,020	48,714	64,500	64,607
Property - Culture & Leisure	15,648	15,583	15,619	7,389	59,596	59,626
Property - Other	23,178	25,173	21,657	16,523	45,906	45,731
Open Spaces	2,426	3,014	2,432	7,179	10,252	10,641
Roads	8,832	10,704	10,990	18,101	30,249	30,535
Corporate Wide - ICT	4,706	6,250	5,317	6,659	12,909	12,909
Fleet	95	353	403	10	363	413
TOTAL	66,371	74,088	65,438	104,575	223,775	224,462

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Property - Schools

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
Grouped	Schools Major Maintenance	900	900	900	See Annex 1	0	900	900
800050031	Maidenhill Primary School	0	151	0	Complete - £151k balance transferred to Eastwood HS Modular Classrooms	14,192	14,343	14,192
800050057	Neilston Learning Campus	590	1,306	1,306	Complete - payments outstanding	26,858	29,164	29,164
800050058	MCHS Sports Facility	0	34	8	Complete - payments outstanding	2,133	2,167	2,141
800050065	Improving Learning	200	386	200	Work to be programmed - total cost increase reflects transfers from Isobel Mair External Classrooms and St John's PS Early Learning & Childcare	139	1,325	1,481
800050067	Isobel Mair External Classrooms	98	106	6	Complete - £100k balance returned to Improved Learning (reverse previous transfer in part)	916	1,022	922
800050068	Free School Meals Expansion	2,194	2,481	700	Work to be programmed	0	2,481	2,481
800000023	St John's PS - Early Learning & Childcare Places	70	83	27	Complete - payments outstanding. £56k balance returned to Improved Learning (reverse previous transfer in part)	1,947	2,030	1,974
800050072	Gaelic Medium PS	15	10	10	Complete - payments outstanding	770	780	780
800050076	Maidenhill Primary School Extension	2,268	2,339	2,397	Work in progress - increase in total cost funded by Developer Contributions	1,037	3,426	3,484
800000032/33	Mearns Castle High School Extension	3,921	3,864	1,900	Phase 1 complete. Phase 2 at design stage, £249k transferred to Eastwood HS Modular Classrooms	583	5,372	5,123
800050081	Crookfur PS Games Area	0	72	7	Complete - payments outstanding	108	180	115

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Property - Schools

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
800050080	Eastwood HS Dining Area	520	569	699	Work programmed - increase in total cost to be funded by developer contributions	31	600	740
800050082	Changing Places Toilet: St Joseph's Primary School	110	110	110	Work to be programmed	0	110	110
800050083	Eastwood High School - Modular Classrooms (Part Funded by Developer Contributions)	600	600	750	Work to be programmed - increase in total cost funded by transfers from Maidenhill PS (£151k) & Mearns Castle HS Extension (£249k)	0	600	1,000
		11,486	13,011	9,020		48,714	64,500	64,607

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Property - Culture & Leisure

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	<i>SPENT PRIOR TO 31.03.25</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
800200019	Eastwood Park Leisure	15,548	15,292	15,300	At design stage. Advanced works scheduled for summer 2025.	5,382	56,600	56,600
800200020	ERCLT General Building Improvement Fund	100	195	195	Work to be programmed	736	1,631	1,631
800050049	Eastwood HS Sports Centre Changing Rooms/Disabled Facilities	0	42	27	Complete - payments outstanding	1,062	1,104	1,089
805600002	Theatre Equipment	0	52	52	Work to be programmed	0	52	52
800200023	Barrhead Foundry	0	2	45	Work in progress - increase cost funded from developer contributions	209	209	254
		15,648	15,583	15,619		7,389	59,596	59,626

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Property - Other

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. City Deal							
Grouped	Barrhead South Access - Railway Station	14,401	14,855	13,870	Work programmed	3,208	18,331	18,331
804000009	Country Park Visitor Facilities & Infrastructure	1,135	1,364	600	At design stage - enabling works and design only, main works to follow completion of the Aurs Road project.	392	2,800	2,800
804000006	Greenlaw Business Incubator	0	39	39	Complete - payments outstanding	5,504	5,543	5,543
	2. Environment Other Projects							
800420016	Overlee House Extension	755	785	793	Work programmed	92	927	927
800420032	Purchase of Additional Housing Units (Homelessness)	0	175	1,175	Additional £1m from Investment for the Future Reserve approved by Cabinet 6 February 2025	825	2,000	2,000
	3. Council Wide Property							
Grouped	Retentions - All Services	50	50	50	Work in progress	0	50	50
Grouped	Property Maintenance	1,600	2,000	2,000	See Annex 2	2,983	5,811	5,636
800420013	Eastwood Park Campus Improvements	172	184	40	Phase 2 at design stage	338	522	522
800404017	Office Accommodation Barrhead	100	95	95	Complete - payments outstanding	2,157	2,252	2,252
800420020	Capelrig House Upgrade	0	367	367	Complete - payments outstanding	833	1,200	1,200
	Thornliebank Depot Electricity Sub Station	375	400	400	Work to be programmed	0	400	400
800404025	Eastwood Refurbishment	4,400	4,631	2,000	Work programmed	169	5,820	5,820
800420033	Response Centre Refurbishment	190	228	228	Work programmed	22	250	250

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Property - Other

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
		23,178	25,173	21,657		16,523	45,906	45,731

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Appendix A

Open Spaces

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	<i>SPENT PRIOR TO 31.03.25</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
	1. Regeneration							
802000008	Country Park - Tourism Infrastructure And Economic Activity Projects	0	122	50	Work to be programmed - funded by developer contributions	113	294	297
802000015	White Cart Tributaries Environmental Improvements	605	751	100	Work in progress	3,144	3,895	3,895
802000032	Regeneration Projects - Provisional Sums	195	255	255	Work programmed	0	255	255
	2. Environment - Other Projects							
Grouped	Town Centre Regeneration	0	65	65	Work to be programmed - main works dependent on Local Area/Action Plans 2025/26	1,509	1,574	1,574
802200007	Parks, Cemeteries & Pitch Improvements	200	197	197	Work in progress	1,462	1,659	1,659
802200020	Renewal of Playparks	524	525	525	Work in progress	610	1,135	1,135
802200021	Nature Restoration	119	119	119	Work in progress	86	205	205
802200032	Artificial Pitch Replacements	783	865	635	Work programmed	0	865	865
802200015	Braidbar Quarries	0	20	20	Work to be programmed	0	20	20
Grouped	UK Shared Prosperity Fund	0	0	267	Work to be programmed	0	0	267
802200056	Cathcart Cemetery Wall	0	95	80	Work in progress	255	350	350
802200062	Kingston Playing Fields Active Open Space	0	0	119	Subject to Council approval and positive community consultation	0	0	119

EAST RENFREWSHIRE COUNCIL
GENERAL FUND CAPITAL PROGRAMME

Appendix A

PROGRESS REPORT

2025/2026

Open Spaces

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
		2,426	3,014	2,432		7,179	10,252	10,641

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/26

Roads

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. City Deal							
804000001	Levern Valley Accessibility - Aurs Road Project	2,737	3,692	3,692	Work in progress	16,803	21,939	21,939
	2. ERC Roads							
803000004	Lighting - Core Cable & Equipment Replacement	0	0	0	Work in progress	0	0	0
803000012	Bridges Refurbishment & Pointing Work	53	53	53	Work in progress	0	53	53
803000015	Principal Inspection Group 1-6	21	21	21	Work in progress	0	21	21
803000025	Traffic Calming Studies/Road Safety	65	109	109	Work to be programmed	0	109	109
803000267	A77 Ayr Road Reconstruction	25	36	36	Complete - payments outstanding	214	250	250
	Kirkton Road Neilston	97	97	97	Work programmed	0	97	97
	Springhill Road Barrhead	67	67	67	Work programmed	0	67	67
	Arhturlie Street Barrhead	30	30	30	Work programmed	0	30	30
	A736 Kelburn Street Barrhead	75	75	75	Work programmed	0	75	75
	Burnfield Road Giffnock	126	126	126	Work programmed	0	126	126
	Eaglesham Road/Mearns Road Newton Mearns	103	103	103	Work programmed	0	103	103
	Craigton Road Newton Mearns	134	134	134	Work programmed	0	134	134
	Allans Corner Barrhead	53	53	53	Work programmed	0	53	53
	Merryvale Avenue Giffnock	114	114	114	Work programmed	0	114	114
	Millhall Road Eaglesham	158	158	158	Work programmed	0	158	158
	Crookfur Road Newton Mearns	44	44	44	Work programmed	0	44	44

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/26

Roads

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
803000265	A736 Main Street Barrhead	0	175	175	Work programmed	0	175	175
	Provisional Sums - Roads	0	23	23	Work to be programmed	0	23	23
Grouped	Roads Capital Works	3,500	3,500	3,500	Work in progress	0	3,500	3,500
803000301	Street Lighting Column Replacement & Lumenaries	860	860	860	Work in progress	0	860	860
803000328	A77 Active Corridor	0	34	34	Complete - payments outstanding	916	950	950
803000024	Active Travel Infrastructure Fund (formerly Cycling, Walking and Safer Streets)	430	977	1,263	Work to be programmed	125	1,102	1,388
803000400	Traffic Signals - School Routes	140	197	197	Work to be programmed	43	240	240
803000380	People and Places	0	26	26	Work to be programmed	0	26	26
		8,832	10,704	10,990		18,101	30,249	30,535

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Council Wide - ICT

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
805000002	ICT Infrastructure Projects	500	500	500	Work in progress	0	500	500
805000025	IT General Provision	1,830	2,330	2,100	Work in progress	0	2,330	2,330
805000003	Education Network	250	250	250	Work in progress	0	250	250
805000022	The Digital Workplace	18	51	51	Work in progress	413	464	464
805000001	Core Corporate Finance, Payroll & HR	145	194	127	Work in progress	3,556	3,750	3,750
800050004	Education - Computer Equipment	839	839	839	Work programmed	0	839	839
805600001	ERCLT People's Network	20	20	20	Work to be programmed	0	20	20
805500004	Social Work Case Management System	0	17	17	Work in progress	93	110	110
805300003	Education CCTV	200	587	350	Work in progress	39	626	626
	CCTV Aurs Road Promenade (Funded by Developer Contributions)	54	54	0	Works to follow completion of the Aurs Road project.	0	54	54
	Property CCTV	180	180	180	Work to be programmed	0	180	180
805000054	Full Fibre Digital Transformation	0	220	220	Work in progress	2,480	2,700	2,700
8050 00035	Response Centre CCTV	0	23	23	Work in progress	73	96	96
	The Way We Work Monitors/Conference Screens	120	140	140	Work programmed	0	140	140
805000037	ICT Infrastructure Review (includes £200k for improvements at Eastwood HQ)	550	845	500	Work programmed	5	850	850
		4,706	6,250	5,317		6,659	12,909	12,909

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Fleet

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	<i>SPENT PRIOR TO 31.03.25</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
806000004	HSCP - Vehicles	0	82	82	Work in progress	0	82	82
806000002	Environment - Vehicles	0	176	226	Work in progress - increase funded by disposal receipts in previous year	0	176	226
806000005	Environment - GPRS System	95	95	95	Work to be programmed	10	105	105
		95	353	403		10	363	413

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Annex 1 - Schools Major Maintenance Analysis

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
Grouped	Window Renewal	0	0	0		0	0	0
Grouped	Roof Improvements	900	900	900	Work programmed	0	900	900
800050066	Provisional Sums	0	0	0		0	0	0
		900	900	900		<i>0</i>	<i>900</i>	<i>900</i>

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2025/2026

Annex 2 - Property Maintenance Analysis

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 26.02.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
800404001	HardWire Testing	40	40	40	Work in progress	0	40	40
800404003	COSHH Upgrade	60	60	60	Work in progress	0	60	60
Grouped	Asset Management	25	25	25	Work in progress	0	25	25
800404009	Fire Risk Assessment Adaptations	60	60	60	Work in progress	0	60	60
800404012	Structural Surveys & Improvements	40	40	40	Work in progress	0	40	40
800600001	CEEF/Salix Energy Efficiency	75	75	75	Work to be programmed	0	75	75
800404005-6	Boiler, Heating & Roof Works	1,200	1,600	1,425	Work in progress	0	1,600	1,425
800404014	Legionella Remedial Improvements	100	100	100	Work in progress	0	100	100
800420017	Ventilation Works (including CO2 Monitors)	0	0	175	Work in progress	2,983	3,811	3,811
800420018	Provisional Sum	0	0	0		0	0	0
		1,600	2,000	2,000		2,983	5,811	5,636

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EAST RENFREWSHIRE COUNCIL
GENERAL FUND CAPITAL PROGRAMME
PROGRESS REPORT
2025/2026
RESOURCES

Appendix B

	£'000
Grants	
General Capital Grant	6,344
Active Travel Infrastructure Fund	716
People and Places	26
Low Carbon Fund (White Cart Tributaries Environmental Improvements)	96
City Deal	1,000
Sustrans	207
Shared Prosperity Fund	267
Salix/Central Energy Efficiency	<u>75</u>
	8,731
Developers Contributions	1,458
Capital Reserve	175
Investment for Future Reserve	1,500
Capital Receipts	0
Borrowing	<u>53,400</u>
	<u><u>65,264</u></u>

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EAST RENFREWSHIRE COUNCIL25 June 2025Report by the Head of Finance and Director of EnvironmentHOUSING CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to recommend adjustments to the 2025/26 Housing Capital Programme, approved on 26 February 2025, resulting from the finalisation of the previous year's programme and in light of subsequent information.

RECOMMENDATIONS

2. The Council is asked to:
 - note and approve the current movements within the programme;
 - approve the drawdown of an additional £0.400m from the Capital Reserve to support the purchase of additional housing units; and
 - note the shortfall of £207,000 and that income and expenditure on the programme will be managed and reported on a regular basis.

BACKGROUND

3. The Housing Capital Programme for 2025-2035 was approved by Council on 26 February 2025. The budgeted expenditure for 2025/26 included in that report was £7.322m.
4. Movements on the 2024/25 programme were approved by Cabinet on 6 March 2025. These changes reflected movements subsequent to the position approved by Council on 26 February 2025.
5. This report will adjust 2025/26 project budgets to allow for outstanding works at the year-end to be completed in the current year and seek approval for further amendments to the programme in the current year.
6. The provision of new and additional affordable housing is a key priority for the Council. This report includes further amendments to help support this objective and make better use of the Scottish Government affordable housing grant (Resource Planning Assumption) available to the Council during the current year.

CURRENT POSITION

- | | | |
|----|--|------------------|
| 7. | Total anticipated expenditure (Appendix A) | £ 11.722m |
| | Total anticipated resources (Appendix B) | <u>£ 11.515m</u> |
| | Shortfall | <u>£ 0.207m</u> |

FINALISATION OF THE 2024/25 PROGRAMME

8. The finalisation of the previous year's capital programme has cash flow implications for the 2025/26 programme. Appendix A shows the effect of this cash flow adjustment on the expenditure. This is not new or additional expenditure but simply an adjustment to reflect revised timing of expenditure.
9. This adjustment broadly reflects the movements on the 2024/25 programme which were reported to Cabinet on 6 March 2025. Explanations for these movements were included in the accompanying report.
10. Members will recall that the 2024/25 capital programme included a provision of £19.337m for the delivery of 105 new homes at Maidenhill. This was to be supported by Scottish Government grant of £9.838m, drawn down over a number of years, including 2025/26. It has recently been confirmed that the Council secured this grant support in full during the previous financial year. This provides an opportunity to use the Scottish Government affordable housing grant, available during the current year, to accelerate existing new build projects and purchase other additions to the housing stock.

EXPENDITURE

11. As outlined above, the programme approved during February 2025 has increased from £7.322m to £8.791m for purely cash flow reasons between 2024/25 and 2025/26.
12. The expenditure is subsequently increased by £2.931m, to give a revised projected level of £11.722m. The main expenditure movements are as follows:-
 - i. New Build Project – Barrhead Road, Newton Mearns £2.530m
The 10 year programme approved by Council during February 2026 includes a £4.800m provision for new build homes at Barrhead Road, starting during 2026/27. Following successful delivery of the new homes at Maidenhill and, in light of the affordable housing grant available for the current financial year, it is recommended that this project is accelerated by one year. The estimated total cost is now £4.200m. Estimated expenditure during the current year is £2.530m, which will be funded by Scottish Government grant support of £1.900m and commuted sums of £0.630m. No borrowing or drawdown from reserves is required to support this initiative during the current financial year.
 - ii. Purchase of Additional Housing Units ("Off-the-Shelf") £1.000m
The Scottish Government affordable housing grant can also be used to part fund additions to the housing stock. This initiative would complement other measures in place to tackle the housing emergency, including the £2.000m expenditure on homelessness through the Council's General Fund capital programme. This initiative would require the submission of a funding application to the Scottish Government for approval. In order to facilitate the Council's application to this fund, it is recommended that a £1.000m provision is added to the programme. It is estimated this could attract grant support of £1.000m and deliver approximately 10 additional units to the Council's housing stock. It is recommended that this expenditure will be funded by an additional drawdown from reserves of £0.400m and savings on other projects of £0.600m as set out in paragraphs 12iii and 13iv below.

- iii. Transfers/Revised Expenditure On Existing Housing Stock Projects
Having reviewed the available budget, including the unused budget from the previous year, and taking into account the commitments for the current year, the following amendments are proposed to support the increased expenditure on the additional housing initiative. The value of the transfer for each project does not exceed the unused budget allocation from 2024/25.

Project	Transfer (£'m)
Renewal of Heating Systems	£0.105
Aids and Adaptations	£0.138
Communal Door Entry Systems	£0.139
Site Investigations & Acquisitions	£0.218
Total	£0.600

The budget remaining for each of the above projects is sufficient to deliver on the Council's plans for the current year.

INCOME

13. Resources to support the Housing Capital Programme have been adjusted to reflect the changes noted above.
- i. Commuted Sums
This income source has been revised in line with the proposed amendments to the new build and site investigations projects. The drawdown of income from commuted sums has been increased by £0.630m relating to the Barrhead Road new build development.
 - ii. Grant
Estimated income of £1.900m relating to the Barrhead Road new build development has been added to the programme.
 - iii. Capital Receipts/Capital Reserve
The unused drawdown of £0.900m from the previous year has been added to the programme.
 - iv. Additional Contribution from the Capital Reserve
The 10 year programme approved by Council on 26 February 2025, includes drawdowns of £6.500m and £1.700m from the Capital Reserve, in the current and next financial year respectively. As outlined in paragraph 12ii above, it is recommended that the drawdown is increased by £0.400m, in order to support the additional housing units grant application. In light of the interest credited to the reserve during the year-end accounts closedown, there is sufficient reserve balance to accommodate this additional drawdown.

COMMENT

14. The proposed amendments to the programme will allow the Council to proceed quickly and maximise Scottish Government grant support for investment in additional housing stock. This is a key Council objective.
15. Investment levels in the Housing stock, including amendments to longer term plans, will continue to be reviewed and supported by further work on the Housing Revenue Business Plan and Prudential Indicators. Any amendments to longer term capital plans will be included in future reports to Cabinet.
16. The projected shortfall of £207,000 represents 1.8% of the resources available and is within manageable limits.

PARTNERSHIP WORKING

17. This report has been prepared following consultation with appropriate staff from Housing Services.

RECOMMENDATIONS

18. The Council is asked to:-
 - note and approve the current movements within the programme; and
 - approve the drawdown of an additional £0.400m from the Capital Reserve to support the purchase of additional housing units; and
 - note the shortfall of £207,000 and that income and expenditure on the programme will be managed and reported on a regular basis.

Further information is available from Paul Parsons, Principal Accountant, telephone 0141 577 3123.

Kirsty Stanners
Head of Finance (Chief Financial Officer)
KS/PP
26 May 2025

EAST RENFREWSHIRE COUNCIL**HOUSING CAPITAL PROGRAMME****PROGRESS REPORT****2025/26**

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED 2602.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR		SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
835000002	Renewal of Heating Systems	250	355	250	Work in progress - transfer £105k to Purchase of Additional Housing Units	0	355	250
832000001	Rewiring (including smoke/carbon monoxide detectors)	287	338	338	Work in progress	0	338	338
831000002	External Structural Works	2,850	2,920	2,920	Work programmed	0	2,920	2,920
835000008	Estate Works	500	548	548	Work programmed	0	548	548
835000006	Energy Efficiency Standard for Social Housing	200	200	200	Work in progress	0	200	200
835000010	Aids and Adaptations	350	488	350	Work in progress - transfer £138k to Purchase of Additional Housing Units	0	488	350
831500001	Internal Element Renewals (including kitchens, bathrooms and doors)	1,863	1,950	1,950	Work in progress	0	1,950	1,950
835000005	Communal Door Entry Systems	450	589	450	Work programmed - transfer £139k to Purchase of Additional Housing Units	0	589	450
835000012	Sheltered Housing	0	314	314	Work in progress	0	314	314
830500003	Purchase of Property (CPO/Mortgage to Rent Acquisition)	50	50	50	Based on Scottish Government referrals	0	50	50
835000003	IT Systems	200	250	250	Work to be programmed	0	400	400
	Maidenhill Areas A1-A3 (105 units)	0	78	78	Complete - payments outstanding	19,259	19,337	19,337

EAST RENFREWSHIRE COUNCILHOUSING CAPITAL PROGRAMMEPROGRESS REPORT2025/26

		ANNUAL COSTS £'000				TOTAL COST £'000		
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED 2602.25	ADJUSTED FOR 2024/25 CASHFLOW	PROJECTED OUTTURN FOR CURRENT YEAR	COMMENT	SPENT PRIOR TO 31.03.25	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Barrhead Road Newton Mearns (17 units)	0	0	2,530	Work programmed - accelerated from 2026/27	0	4,800	4,200
	Site Investigations & Acquisitions	312	702	484	Work to be programmed - transfer £218k to Purchase of Additional Housing Units	0	1,277	1,059
	Purchase of Additional Housing Units - "Off-the-Shelf"	0	0	1,000	Work to be programmed. Funded by £600k from above transfers and £400k from HRA Revenue Reserve. Application to SG for further £1m	0	0	1,000
N/A	Retentions	10	10	10		0	10	10
		7,322	8,791	11,722		19,259	33,576	33,376

EAST RENFREWSHIRE COUNCILHOUSING CAPITAL PROGRAMME 2025/26PROGRESS REPORTRESOURCES

	£'000	£'000
Borrowing		210
Commuted Sums		1,180
Grant - New Build (Barrhead Road, Newton Mearns)		1,900
Recharges to Owner Occupiers (including HEEPS grant)		125
Capital Receipts/Use of Capital Reserve		7,400
Additional Contribution from the Capital Reserve		400
Capital From Current Revenue		250
Purchase of Property - Mortgage to Rent Acquisition		50
Total		11,515

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EAST RENFREWSHIRE COUNCIL25 June 2025Report by Director of Business Operations and Partnerships and Chief Officer HSCPLOCAL CHILD POVERTY ACTION REPORT**PURPOSE OF REPORT**

1. The purpose of this report is to present the annual East Renfrewshire Local Child Poverty Action Report as required by the Child Poverty (Scotland) Act 2017.

RECOMMENDATIONS

2. It is recommended that Council:
 - (a) notes the Local Child Poverty Action Report as required under the Child Poverty Act 2017; and
 - (b) approves the report for publication, subject to IJB and NHSGGC Population Health and Wellbeing Committee approval.

BACKGROUND AND CONTEXT

3. Tackling child poverty is a key priority for both Scottish Government and East Renfrewshire Council. Scottish Government's Child Poverty Action Plan "Best Start, Bright Futures" sets out the approaches being taken at a national level. Each local authority, along with their health board, is required to publish an annual Local Child Poverty Action Report (LCPAR) which describes the approaches being taken at a local level.

4. The LCPAR guidance allows for multi-year action planning, with annual progress updates. The [2024 East Renfrewshire LCPAR](#) sets out our approach to tackling child poverty (2024 – 2027). Specifically, we committed to:

- improving our understanding of the circumstances of families in, or at risk of, poverty;
- improving income from employment for parents;
- enhancing gains for families from income maximisation and social security; and
- reducing costs of living.

5. The 2025 LCPAR provides updates on progress between April 2024 and March 2025. The report describes actions taken, includes relevant progress measures where available, and provides case studies to illustrate areas of good practice. It is structured around our 2024 commitments set out above.

6. Child poverty in East Renfrewshire is the lowest in Scotland, at 12% or 2,842 children. This has fallen since last year which was 14% or 3,247 children. This decline is positive and suggests that the work we are doing is having an impact. However, these figures are still above the targets set out in the Child Poverty Act, which aim to reduce child poverty in Scotland to 10% by 2030. Therefore we need to continue to prioritise action to tackle child poverty, and continue to work in partnership to deliver on this.

FINANCE AND EFFICIENCY

7. There is no specific budget associated with this report. Some of the activities referenced in the report require budget, which comes from a mix of Scottish Government funding and existing budgets within ERC and NHSGGC.

PARTNERSHIP WORKING

8. The Child Poverty Oversight Group includes partners from East Renfrewshire Council, HSCP, NHSGGC, ER Citizens Advice Bureau, Police Scotland, Barrhead Housing Association and Voluntary Action East Renfrewshire. Progress reported through the LCPAR has been delivered in partnership.

IMPLICATIONS OF REPORT

9. As this report is primarily a progress and performance update, there are no implications in terms of staffing, property, legal, IT, equalities, or sustainability. Each of these issues has been mainstreamed through service plans and equality, fairness and rights impact assessments carried out where appropriate.

RECOMMENDATIONS

10. It is recommended that Council:
- (a) notes the Local Child Poverty Action Report as required under the Child Poverty Act 2017; and
 - (b) approves the report for publication, subject to IJB and NHSGGC Population Health and Wellbeing Committee approval.

REPORT AUTHORS

Louise Pringle, Director, Business Operations and Partnerships

Claire Coburn, Strategic Services Lead Officer, Business Operations and Partnerships

BACKGROUND PAPERS

[Best Start, Bright Futures: Scottish Government tackling child poverty plan 2022-2026](#)

[East Renfrewshire LCPAR 2024](#)



East Renfrewshire Local Child Poverty Action Report Progress Updates 2024–2025

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INTRODUCTION FROM COMMUNITY PLANNING PARTNERSHIP CHAIR



East Renfrewshire Community Planning Partnership is committed to addressing child poverty and ensuring that every child has the opportunity to thrive. Our Local Child Poverty Action Report outlines the steps we have taken and the progress we have made in tackling child poverty within our area. This report highlights our ongoing efforts to support families, and provide essential services to those in need.

The report complements our new strategic vision, **A Place to Grow**, our Children's Plan **"At Our Heart – The Next Steps"** and is in line with our commitment to **The Promise**.

In East Renfrewshire, we are proud to have the lowest rate of child poverty in Scotland and it is encouraging that this rate has declined over recent years. This shows that the local and national actions combined are making an impact. However, we cannot be complacent and we must continue to tackle child poverty as a priority.

In this report, we detail the actions we have taken over the past year to reduce child poverty, including initiatives to increase income from employment, enhance social security support, and reduce the costs of living. We also include details of the wider support we have provided to children and families, and we outline our future plans and commitments to continue this vital work.

Together, with our partners and the community, we are dedicated to ensuring that every child and young person, regardless of background or circumstance will fully flourish on their journey to adulthood and that we will work together to reduce poverty.

Councillor Owen O'Donnell
Chair of Community Planning Partnership

BACKGROUND

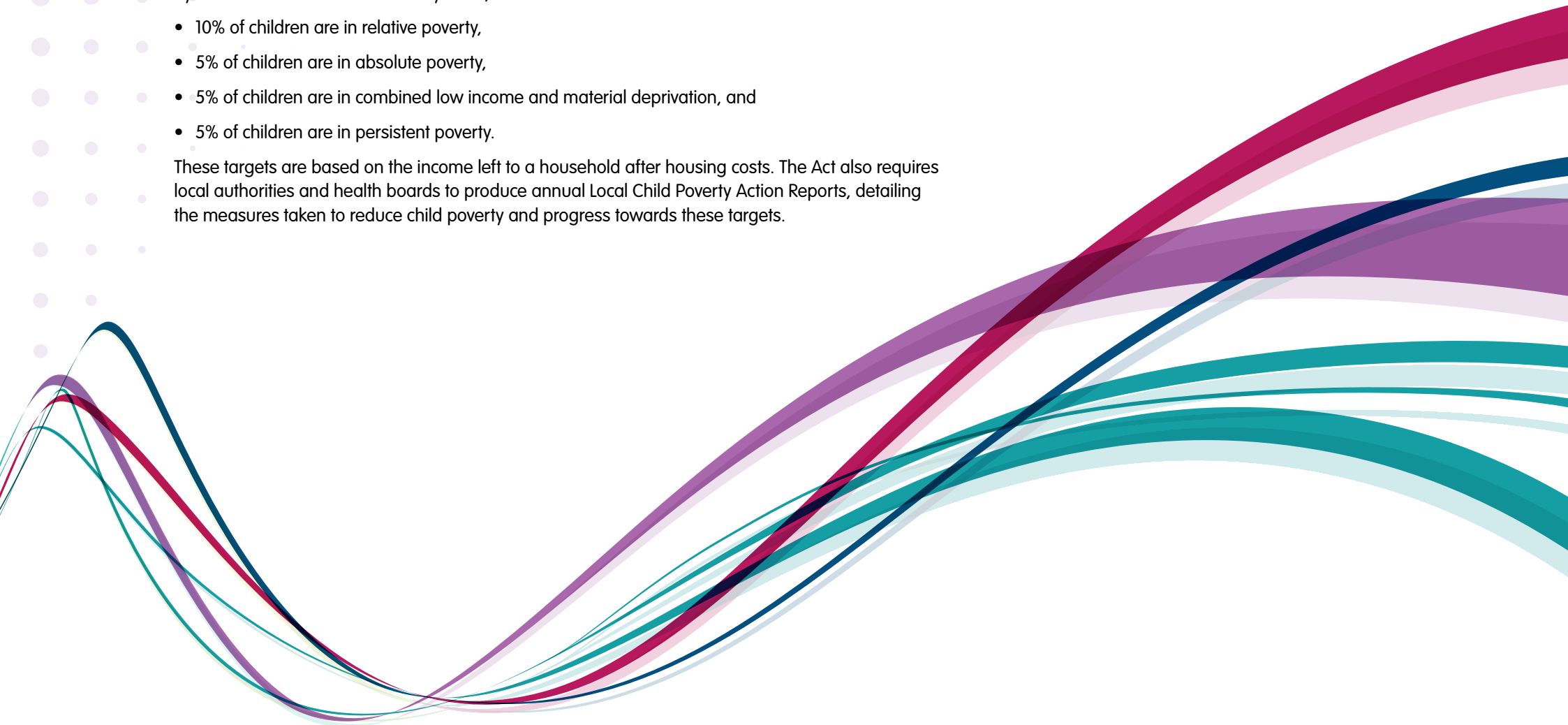
Child poverty remains a critical issue in East Renfrewshire, affecting the lives and futures of many children and families. The child poverty rate here is the lowest in Scotland at 12%. However, this equates to approximately 2,842 children and we consider this still too many.

Legislative Framework

The Child Poverty (Scotland) Act 2017 sets ambitious targets to reduce child poverty across Scotland by 2030. The Act mandates that by 2030, less than:

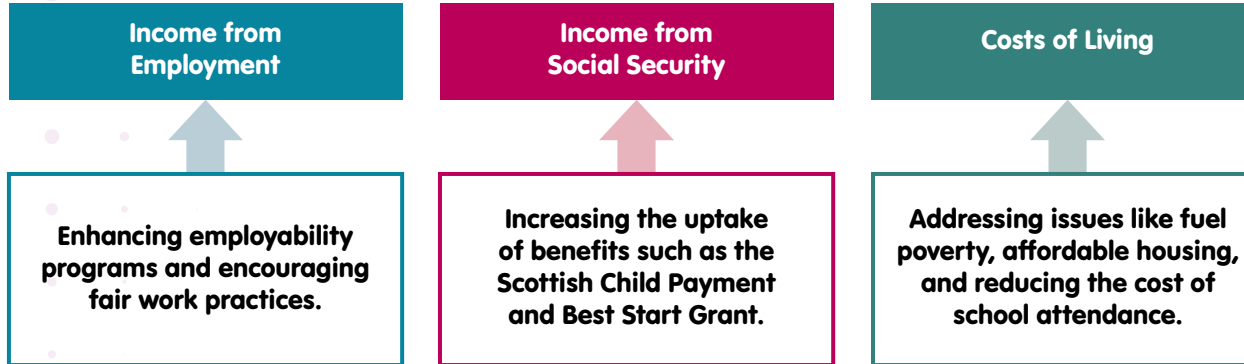
- 10% of children are in relative poverty,
- 5% of children are in absolute poverty,
- 5% of children are in combined low income and material deprivation, and
- 5% of children are in persistent poverty.

These targets are based on the income left to a household after housing costs. The Act also requires local authorities and health boards to produce annual Local Child Poverty Action Reports, detailing the measures taken to reduce child poverty and progress towards these targets.



Strategic Initiatives

In alignment with the Child Poverty (Scotland) Act, the Scottish Government launched the **Best Start, Bright Futures** delivery plan for 2022-2026. This plan outlines comprehensive actions to support families and reduce child poverty, focusing on three main drivers:



Best Start, Bright Futures emphasises a collaborative approach, involving all sectors of society to deliver sustainable progress towards the 2030 targets. It builds on the foundations laid by the previous plan, "Every Child, Every Chance," and aims to deliver transformational change through targeted policies and support.



Local Context

In East Renfrewshire, our Community Planning Partnership vision, **A Place to Grow**, aims to create a community where everyone can flourish, thrive, and grow. By 2040, we envision a place where:



Ensuring every child and young person can fully flourish on their journey to adulthood.

Creating an inclusive, connected, and green place with a fair, sustainable, and healthy local economy.

Promoting good health and wellbeing at all stages of life, with communities leading positive change.

Our efforts are also guided by **The Promise**, a ten-year plan to improve the care system for care-experienced young people, ensuring they are loved, safe, and respected. Additionally, the **East Renfrewshire Children's Plan** for 2023-2026, titled **"At Our Heart – The Next Steps,"** sets out our vision and priorities for children, young people, and family services over three years.

Together, these frameworks and initiatives form the backbone of our strategy to tackle child poverty in East Renfrewshire, ensuring that all children and families have the support they need to thrive.

Report format

This report provides updates on the commitments we set out in our report last year. Specifically:

- **Improved understanding of the circumstances of families in, or at risk of, poverty:** enhancing our use of data to better understand the profile of poverty; listening to the voices of those experiencing poverty; and creating a more 'joined up approach' to service delivery.
 - **Improved income from employment for parents:** support to both unemployed and in-work parents through the Parental Employability Programme.
 - **Enhanced gains from income maximisation and social security:** increased poverty awareness for frontline staff; and increased accessibility of support.
 - **Reduced costs of living:** ensuring strategies, policies and budget decisions take a child poverty and children's rights lens.
- Each commitment is set out in a separate chapter which describes the current position, action taken and the progress measures. In addition, we have included a chapter around mitigating actions which aim to support those children and young people who are currently living in poverty.



**Improved understanding of
the circumstances of families
in, or at risk of, poverty**



**Improved income from
employment for parents**



**Enhanced gains from income
maximisation and social security**



**Reduced costs
of living**

PROFILE OF CHILDREN AND YOUNG PEOPLE IN EAST RENFREWSHIRE



One in five (19,355) of our population are children aged 0-16 years ¹

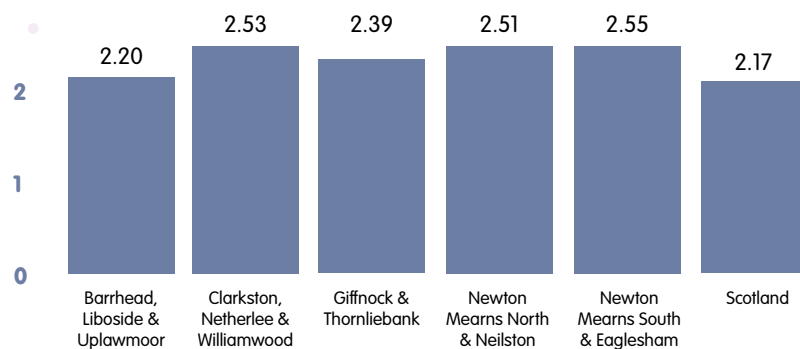


We have the highest proportion of children and young people in any local authority in Scotland ¹



Child poverty rates after housing costs are the lowest in Scotland, at 12% (2,842 children). This has fallen from last year at 14% (3,247 children) ³

Average Household Size



We continue to have the largest average household size, and all wards are larger than the Scottish average ¹



More than 9 out of 10 children are living in a household with at least one adult in employment. Less than 1 in 10 children are living in a workless household ²



Child poverty rates are highest in parts of Barrhead and Neilston ²

Child poverty priority groups

Scottish Government identified six priority groups who are at highest risk of poverty. This is what we know about the profile of each in our area.



Large Families

We have the largest household size in Scotland; averaging 2.4.

1



Disabled households

Around one in five (21%) of families in receipt of Universal Credit are claiming Disabled Child Element.

4



Minority Ethnic families

One quarter of pupils are from minority ethnic groups. This has nearly doubled in the last decade. Around 70 different languages are spoken in our schools.

5



Lone Parents

53% of those living in poverty are living in lone parent households.

2



Child under 1

Around 12% of families (306 out of 2,528) claiming Universal Credit have a child aged 1 year old or younger. In East Renfrewshire there are 125 children aged 1 year old or younger living in relative poverty.

2&4



Young parents

There were 47 children born in 2023 to mothers who were under the age of 25. This accounted for 6% of all births in the area which is lower than the Scottish average of 14%.

6

Progress summary

✓ We said

We will *improve* our understanding of the circumstances of families in, or at risk of, poverty

We will *improve* income from employment for parents

We will *enhance* gains from income maximisation and social security

We will *reduce* the costs of living

✓ We did

Explored a range of different data sources, including the cost-of-living dashboard, external and internal data sources.

Offered a dedicated support to parents already in work, to tackle in-work poverty.

Delivered extensive training with frontline staff to ensure they can best help families.

Delivered training to school leadership staff around the profile of poverty, Cost of the School Day and Increasing Equity.

✓ We did

Listened to the feedback from low-income parents.

Worked in partnership to provide tailored support for parents with a disability, or raising a child with a disability.

Extended the reach of support services to make them more accessible to families.

Delivered the Energy Best Deal programme to tackle fuel poverty.

✓ We did

Provided support in the spaces most convenient for families.

Provided paid placements for parents within our Education Department.

Promoted support services widely and through different methods.

Piloted an economic empowerment project to support women affected by domestic abuse.

Introduced the Time to Flex project to help create a local employment market which meets the needs of parents and carers.

Continued to ensure maternity and early years services have strong referral pathways to support services.

✓ The impact

Identified areas of 'hidden poverty' or financial vulnerability which changed how some services were delivered e.g. Thrive Under Five and Cost of the School Day

Supported double the number of 'in-work' parents, with a quarter of them increasing their income.

Provided financial wellbeing advice to over 3,000 families.

Over half of all schools have undertaken a 'Cost of the School Day audit' to identify and reduce financial barriers faced by families.

Supported over 100 parents with training or qualifications and over 60 into employment.

Achieved total financial gains for child related benefits worth over £2 million.

Secured client financial gain of over £60,000 in relation to energy costs.

Successfully piloted a new flexible accreditation with one local employer.

Managed over £2 million of debt for households with children

1: IMPROVED UNDERSTANDING OF THE CIRCUMSTANCE OF FAMILIES IN, OR AT RISK OF, POVERTY

East Renfrewshire has the highest proportion of children in any local authority in Scotland and this is increasing. We are working hard to maintain the lowest rate of child poverty in Scotland at 12% or 2,842 children (after housing costs) or 2,099 (before housing costs).

In a smaller authority like East Renfrewshire where partnership working is critical, it is crucial that we can delve deeper and really understand the needs of our children and families. We also need to be aware of households who are financially vulnerable and at risk of poverty, at the earliest opportunity to provide preventative and early intervention support, with a 'no wrong door' approach.

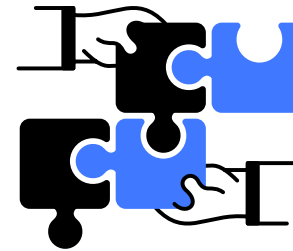
We aim to achieve this improved understanding by:



Enhancing use of data to better understand the profile of families in poverty, and those at risk of poverty



Listening to the voices of families experiencing poverty and using these to shape services delivered



Creating a more 'joined up approach' to ensure families receive coordinated support from all relevant services, with 'no wrong door'

What we currently know about children living in poverty in East Renfrewshire:



Parental Employment

Around **75%** of children in poverty have **at least one parent in work.**

Around **25%** live in **workless households.**

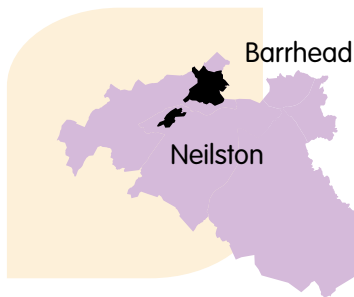
2



Household Type

Over **50%** of children in poverty live in **lone parent households.**

2



Geographic Concentration

Highest rates in **Barrhead and Neilston.**

Around **half** of children in parts of **Dunterlie, East Arthurlie and Dovecothall, and Neilston and Uplawmoor.**

Over a **third** of children in parts of **Auchenback.**

2



Hidden Poverty / Financial vulnerability

Exists in all areas **across the authority,** and not always visible in statistics.

Families living beyond their means in traditionally more affluent areas as evidenced by the cost-of-living dashboard and financial advice services uptake.

7

Actions we have taken in 2024-25

Uncovering Hidden Poverty: A Data-Driven Transformation

In East Renfrewshire, we're working to better understand poverty - its causes, impacts, and how to intervene earlier. Partnering with Smart Data Foundry, we've developed a Cost-of-Living Dashboard that uses anonymised banking data to identify households under financial stress, such as those relying on overdrafts, overspending, depending heavily on benefits, or lacking emergency savings.



Case Study: Using Data to Rethink Financial Vulnerability and Service Delivery

Background

In collaboration with **Smart Data Foundry**, our organisation has continued to develop and refine a **Cost-of-Living Dashboard** - a powerful data-driven tool designed to identify and understand financial vulnerability across our local authority area.

The Challenge

Traditional indicators of deprivation, such as the **Scottish Index of Multiple Deprivation (SIMD)**, often fail to capture the full picture of financial hardship. Many individuals and families experiencing financial stress may not live in areas officially classified as deprived. This creates a risk of overlooking "hidden poverty" and missing some households who might benefit from support services.

The Solution

The Cost-of-Living Dashboard uses anonymised **banking data** to identify households that meet specific financial vulnerability criteria, including:

- Regular reliance on overdrafts
- Spending beyond income
- High dependence on benefits
- Low emergency financial resilience

The dashboard can track changes over time and look at differences by income brackets and age categories. It also includes a **mapping tool** that visualises financial vulnerability across geographic areas. The dashboard has revealed unexpected patterns of hardship, and identified areas where financial vulnerability appears to exist, but households are not engaging with money advice or other support services. It highlighted geographical differences where other factors (income and age) remained comparable, suggesting the varying impact of cost of living in different parts of the authority.

Case Study: Using Data to Rethink Financial Vulnerability and Service Delivery

Impact and Insights

The insights from the dashboard have led to some key changes in service delivery:

- **Inclusive Program Design:** The **Thrive Under 5** initiative, which promotes healthy weight in pre-school children, was designed to be **open to all families**, not just those in lower SIMD areas. This inclusive approach led to referrals from more affluent areas and enabled **parental workshops** to be delivered across a broader range of locations.
- **Challenging Assumptions:** Data shared with **Headteachers** revealed that:
 - Many families living beyond their means were **not receiving free school meals**
 - Some areas with **high educational attainment** also showed high overdraft reliance

These findings challenged traditional assumptions about poverty and encouraged schools to **rethink their approach** to initiatives like **Cost of the School Day**, ensuring they are more responsive to the nuanced realities of financial vulnerability.

Conclusion

This partnership and the resulting dashboard have expanded how we understand and respond to financial hardship. Complementing the traditional deprivation indices and embracing real-time financial data, we gain a wider understanding of need and we are better equipped to **target support, design inclusive interventions**, and **challenge perceptions** of poverty.

Building on learning from our work with Smart Data Foundry, we are refocussing work on integrating internal datasets at a local level - like Council Tax Reduction, Housing Benefit, free school meals, clothing grants, and rent arrears - to build a fuller picture of household vulnerability. This will help us target support earlier and more effectively. We are engaged in the national data-sharing discussions around Scalable Approach to Vulnerability via Interoperability (SAVVI) and Scottish Child Payment data. As these projects develop, we will respond and utilise this additional data as appropriate.

We're also using postcode-level data from CACI Ltd. to estimate household income, spending, and disposable income. This helps pinpoint areas under the most financial pressure. Through a COSLA-led agreement, we're working with other councils to explore how this data can shape wider policy. Together, these efforts mark a shift towards a more data-informed, proactive, and equitable approach to tackling poverty.

Listening, Learning, and Evolving: How Lived Experience Shapes Services in East Renfrewshire

At Work EastRen, we centre service design around the voices of those we support. In 2024–25, we held five Employability Feedback Groups with parents from priority groups, offering a safe space to share experiences and shape future services. These insights, along with input from the Local Employability Partnership parental sub-group, directly inform our Annual Investment Plan and guide Parental Employment Support (PES) grant-funded provision.

We're also running a targeted housing survey to hear from families with lived experience of poverty. The findings will help us better understand our families which will help inform future housing services.

Creating a Seamless Support System for Families in East Renfrewshire

In East Renfrewshire, we continue to build a system where there is truly “no wrong door” for families seeking support.

To ensure support is both accessible and familiar, our Parental Employment Support Advisers, along with MART and Family First teams, are now co-located in several primary schools and early years centres. These local hubs offer parents a convenient and collaborative space to seek advice and support, right where their children learn and grow.

Following the success of this work, the model has been expanded to include libraries and additional family centres, making it easier for families to access help in their own communities.

Together, these efforts reflect a deep commitment to listening, adapting, and acting - ensuring that every parent in East Renfrewshire can access the right support, at the right time, in the right place.



2: IMPROVED INCOME FROM EMPLOYMENT FOR PARENTS

Employment alone does not prevent poverty. Almost three quarters of the children living in poverty in East Renfrewshire are in a household with at least one adult in employment. We need to focus not only on getting parents and carers into employment but also supporting them to progress whilst they are in work. The Parental Employability Support programme will support both unemployed and in-work parents.

Median earnings for those living in our area are higher than average, however median earnings for those working here are lower than average. Therefore, we need to consider the local availability of well-paid, family-friendly employment opportunities. We also recognise the importance of transport and childcare as levers to employment. Whilst these are not specific to the area of child poverty, we will work to ensure these are influenced through a child poverty lens.

We aim to achieve this improved income by:



Increasing into work support for unemployed parents and support to in-work parents to progress in the workplace

What we know about employment in East Renfrewshire:



Employment Rate

Around 80% of people are economically active
- higher than the national average.

8



Earnings

£862 for residents
(above the Scottish average of £740).
£693 for those working in the area.

9



Households with Children

Most children live in households with working adults:

Around three quarters (72.5%) of children live in households where all adults are employed

Around a fifth (21.4%) have at least one adult in employment

Less than one in ten (6.1%) live in workless households

Almost 3/4 of children in poverty live in households with at least one working adult.

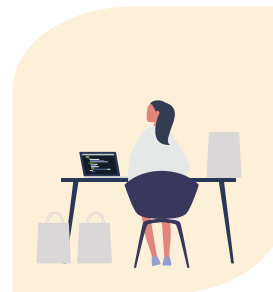
10



Real Living Wage Employers

35 accredited employers.
Most are small businesses (28 with ≤50 employees).

11



Business Landscape

2,670 businesses, with 98.9% being micro businesses.
Only 1.1% employ 50+ people.

8

Actions we have taken in 2024-25

Driving Change Through Partnership: A Year of Progress in Parental Employability and Inclusion

Collaboration is central to our employability strategy. The Local Employability Partnership (LEP) parental sub-group meets regularly, bringing together partners from housing, education, health, and employment services to co-design actions based on parent feedback.

Since introducing an in-work adviser, tailored support for working parents has doubled - 76 parents supported, with 24% improving household income. Twelve accessed training grants to boost skills and prospects.

Work EastRen and Enable Works supported 38 parents with disabilities or caring responsibilities; 14 moved into work and 15 received training. Community outreach through schools and family centres increased registrations from 131 to 215.

To address health-related barriers, 26 parents joined wellbeing programmes with RAMH and East Renfrewshire Leisure Trust, receiving counselling and confidence-building support.

A parental traineeship programme offered paid placements in nurseries and education admin roles. Of 13 participants, 8 secured or extended employment, 2 joined the supply list, and 3 continue to receive support.

Parent voices shaped the Local Employability Partnership delivery plan through four lived experience sessions. Financial inclusion remains key, with a dedicated officer supporting 122 parents with budgeting, benefits, and better-off calculations.

Engagement has grown through evening sessions, targeted school communications, and partnerships with employers via the Chamber of Commerce, Business Gateway, and Flexibility Works.



Creating a Local Job Market That Works for Families: The Time to Flex Story

Helping parents into work means more than offering support - it requires jobs that fit family life. Feedback from local parents highlighted key barriers: limited affordable childcare and a lack of flexible job opportunities.

To address this, we launched Time to Flex, funded by the Scottish Government's Child Poverty Practice Accelerator Fund and delivered with Flexibility Works. The project supports local employers to adopt flexible working through workshops, tailored advice, and peer learning.

A major milestone is the UK's first flexible working accreditation, developed by Flexibility Works with the Robertson Trust. Barrhead Housing Association, a pilot participant, has already achieved accreditation - demonstrating how flexible practices benefit both staff and the wider community.

By working together, we're building a job market that truly supports parents and carers to thrive.

Case Study: Barrhead Housing Association – Embedding Agile Working for a Happier, Healthier Workforce

Organisation Overview

Barrhead Housing Association is a community-based housing provider in East Renfrewshire, Scotland. With a team of 30 employees, the organisation manages over 1,000 social rent properties. The workforce includes approximately 10 office-based, non-customer-facing roles and 20 frontline positions that require more structured hours and on-site presence.

Why Flexibility?

Barrhead Housing recognised the need to attract and retain talented individuals from diverse backgrounds, many of whom require flexibility to balance work with personal responsibilities. The leadership believed that empowering staff with greater autonomy over when and where they work would not only enhance wellbeing but also improve productivity and service delivery.

The Journey to Agile Working

While formal flexible arrangements such as part-time and compressed hours had long been in place, the COVID-19 pandemic highlighted the potential of more informal, agile working models. In March 2024, Barrhead Housing introduced a comprehensive agile working policy applicable to all staff. The policy acknowledges the varying nature of roles but commits to flexibility wherever operationally feasible.



Case Study: Barrhead Housing Association – Embedding Agile Working for a Happier, Healthier Workforce

Current Flexible Working Practices

- **Informal Flexibility:**
Staff can choose when and where they work, provided business needs are met. Remote working is supported for tasks that don't require physical presence.
- **No Core Hours:**
Employees are not bound by fixed start or end times. They can adjust their schedules around personal commitments, as long as they remain responsive during standard business hours.
- **Agile Leave:**
Up to 12 additional paid days off per year, separate from annual leave, replacing the previous time-off-in-lieu (TOIL) system. These can be taken in full or half-day increments for any reason.

Implementation Challenges

Initial rollout revealed the need for clearer guidance on how agile leave could be used - particularly around combining it with annual leave (which is not permitted). The organisation invested in training line managers to ensure consistent and confident application of the policy.

Impact and Outcomes

The shift to agile working has had a transformative effect:

- **Employee Feedback:** Staff have described the flexibility as “life changing,” with many reporting positive impacts on their families and personal lives.
- **Improved Morale and Teamwork:** Survey data shows a boost in morale and collaboration.
- **Reduced Absence and Turnover:** Sickness absence has declined, and staff turnover remains low - both attributed to the supportive work environment.
- **Output-Based Performance:** Success is measured by outcomes rather than hours worked, fostering accountability and trust.

Looking Ahead

While the organisation explored the idea of a four-day workweek, the team collectively decided it wasn't suitable due to potential disruption to customer service. This open dialogue reflects a mature, collaborative culture. Barrhead Housing remains committed to evolving its flexible working practices in partnership with staff, ensuring they remain responsive to changing needs while staying true to their mission.

Key Takeaways

- Flexibility supports recruitment, retention, and wellbeing.
- Agile leave recognises extra effort and promotes work-life balance.
- Measuring outputs over hours encourages autonomy and accountability.
- Ongoing dialogue with staff ensures policies remain relevant and effective.

Building Futures: How NHSGGC is Driving Employability and Opportunity

As one of the region's largest employers, NHSGGC is driving change through a wide range of employability and skills programmes. Across the Health Board area, we have delivered:

- **Modern Apprenticeships:** 42 young people have moved into permanent roles, with 47 more in training.
- **Graduate Apprenticeships:** 30 staff are studying Business Management through a new partnership with Glasgow Caledonian University.
- **Targeted Programmes:** Initiatives like the Academy Pre-employment Programme and Project Search support young people, including those with additional needs.
- **Workplace Support:** Two Employability Support Workers provide one-to-one coaching to help trainees succeed.
- **Community Engagement:** Over 1,100 people reached through career events and Scottish Apprentice Week activities.
- **Strategic Partnerships:** NHSGGC collaborates with MCR Pathways, the NHS Scotland Anchor Group, and the Glasgow Skills and Employment Board.

Whilst we cannot specify the data at an East Renfrewshire level, we know these efforts reflect a coordinated, inclusive approach to tackling poverty and improving long-term opportunities for local families.



Measures of progress

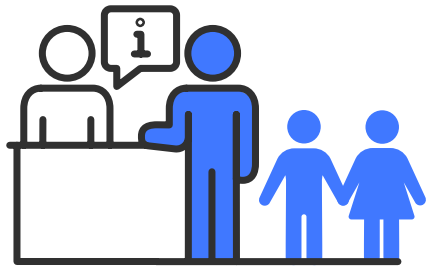
Below are the key indicators and progress measures associated with 'improved income from employment for parents'.

Indicator	Data source	Baseline 2023/24	Target	2024/25
Number of in-work parents engaging with PES programme	Advice Pro – Work East Ren MIS	38	50	76
Percentage increased household income for in-work parents	Advice Pro – Work East Ren MIS	20% increased household income	35% increased household income	24%
Number of PES parents receiving training and/or qualification	Advice Pro – Work East Ren MIS	18	25	106
Number of PES parents moving into employment or self-employment	Advice Pro – Work East Ren MIS	41	41	62
Number of parents with a disability in the household accessing employability support	Advice Pro – Work East Ren MIS	8	20	35
Number of PES parents supported into volunteering	Advice Pro – Work East Ren MIS	24	30	3

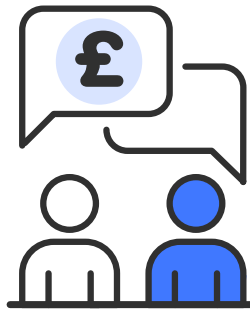
3: ENHANCED GAINS FOR FAMILIES FROM INCOME MAXIMISATION AND SOCIAL SECURITY

Households in East Renfrewshire are less likely to receive income through social security than other parts of Scotland. Uptake of Social Security Scotland benefits is lower than many other parts of Scotland, as is the percentage of children receiving Free School Meals and Education Maintenance Allowance. For some, this may be because household income makes them ineligible for support. However, for others, this could be a lack of awareness and/or a need for support to apply. Despite an increase over the last year, estimates suggest that there are still around 15% of households eligible for the Scottish Child Payment who are not taking it up. We need to work to ensure all households are supported in a dignified way to receive their full entitlements and have their household income maximised, where they wish to do so. This links with the previous section (1) which focuses on the use of data to identify and better understand the profile of families in poverty, and target support accordingly.

We aim to achieve these enhanced gains by:



Increasing poverty awareness of frontline staff working with families



Increasing accessibility of money advice and rights support

What we know about social security uptake in East Renfrewshire



Universal Credit

2,528 families receive it.
 538 claim **Disabled Child Entitlement**.
 306 families have a child aged 1 year or younger.

4



Scottish Child Payment

3,315 applications approved since 2020.
 485 of these between **2024–2025**.

12



Food Parcels (Apr–Sep 2024)

Around 2,000 food parcels were
 distributed to households with children.
 Equivalent to 77 families per week.

13



Best Start Grant (2024–2025)

3,045 payments totaling **£255,013**:
 Pregnancy & Baby: 80 payments (£43,888)
 Early Learning: 125 payments (£39,121)
 School Age: 220 payments (£70,122)
 Food: 2,980 payments (£101,882)

12

Scottish Welfare Fund (2024–2025)

1,533 successful applications totalling **£689,375**:
 Community Care Grants: 423 applications (£544,252)
28% increase since 2023/24
 Crisis Grants: 1,110 applications (£145,123)
7% increase since 2023/24

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Actions we have taken in 2024-25

Empowering Communities Through Awareness, Access, and Inclusion

In 2024-25, East Renfrewshire advanced its anti-poverty efforts through extensive training, outreach, and support. The Money Advice and Rights Team (MART) delivered 67 events, including community sessions, Health Visitor refreshers, and monthly support for Care Experienced Young People. A key highlight was poverty awareness training co-led by Work EastRen, MART, and ERCAB, deepening staff understanding of poverty.

East Renfrewshire Citizens Advice Bureau (ERCAB) expanded its reach with nine new outreach clinics, including one at Isobel Mair School, and supported 270 clients through the SPACE project - securing nearly £486,500 in financial gains in six months. The Parental Employability Support (PES) programme also continued to provide budgeting and benefits advice to 122 parents via a dedicated financial inclusion officer.

These efforts reflect a collaborative, community-focused approach - bringing services closer to families and equipping both residents and professionals to tackle poverty more effectively.

Case Study: Helping a Family Settle and Thrive

A refugee father came to us looking for a fuel voucher - he was struggling with rising energy bills and trying to support his family after recently being granted leave to remain in the UK. Life in a new country was already challenging, and with English not being his first language, navigating the benefits system felt overwhelming.

How We Helped

When we sat down with him, it became clear there was more going on than just the fuel costs. He had unknowingly built-up debts, including council tax arrears, due to errors in how his benefits were being managed. He hadn't been able to apply for or maintain some of the support he was entitled to.

We carried out a full benefits check, helped him fix the issues with his claims, and supported him in contacting the council to sort out the arrears. The family had just moved into permanent housing, and the kids had to switch schools. Understandably, he was worried about the costs - uniforms, school meals, and other essentials. We stepped in to help with a Back-to-School referral, applied for free school meals, and secured a uniform grant that even covered school jackets.

The Impact

He left the appointment feeling relieved and much more confident. He now understands what support is available and how to manage his finances. Most importantly, his children are better prepared for school - no longer feeling left out because of missing essentials. This support has made a real difference in helping the family feel more settled and secure in their new home.

Connecting Communities Through Clear Communication and Trusted Information

In East Renfrewshire, effective communication is key to connecting families with the support they need. MART shares timely updates on entitlements and services through social media and digital billboards in key locations like Barrhead and Clarkston.

ERCAB complements this with a widely distributed monthly newsletter, reaching schools, family centres, housing associations, and more. It includes updates on legal, financial, and wellbeing support, along with real stories that make services feel approachable and human.

These efforts ensure residents know where to turn for help - reflected in strong engagement with money advice services, financial gains, and debt managed.

Case Study: Helping a Single Dad Find His Feet

When a single dad came to us, he had just taken on full-time care of his young son. Understandably, he was feeling overwhelmed—worried about how he'd manage financially and provide the stable home his child needed.

What We Did

We sat down with him and quickly realised he wasn't getting all the support he was entitled to. Since he now had full custody, we helped him apply for Child Benefit and updated his Universal Credit to include his son—this meant he could now receive the child element of the benefit.

During our chats, he also shared that his son had recently been diagnosed with ADHD. Based on that, we supported him in applying for Child Disability Payment. That application is still in progress, but things are looking positive.

The Difference It Made

With these changes, his financial situation has already started to improve. More importantly, he told us he feels much more confident and secure in his ability to care for his son. He's no longer just getting by - he's looking ahead with hope.

Tackling Poverty and Promoting Wellbeing: NHS Activity in East Renfrewshire

NHSGGC continues to play a key role in East Renfrewshire by delivering services that reduce poverty, improve health, and build financial resilience, during pregnancy and parenthood. This includes money and debt advice offered through the Maternity Matters service for pregnant women and increased Health Visitor referrals, showing stronger early intervention efforts.

There has also been action to support ethnic minority families including better interpreting services, culturally appropriate materials, and staff training in anti-racism and poverty awareness.



Measures of progress

Below are the key indicators and progress measures associated with 'enhanced gains for families from income maximisation and social security'.

Indicator	Data source	Baseline 2023/24	Intended direction of travel	2024/25
Number of MART and CAB clients from priority groups	MART and CAB databases	MART: 2,599 CAB: 2,863 Total: 5,462	Aim to increase	MART: 2,691 CAB: 2,967 Total: 5,658
Total financial gains for child related benefits	MART and CAB databases	MART: £908,269 CAB: £1,117,286 Total: £2,025,555	Aim to increase	MART: £1,038,080 CAB: £1,551,684 Total: £2,155,366
Number of families accessing financial wellbeing advice	MART and CAB databases	MART: 1,728 CAB: missing data Total: n/a	Aim to increase	MART: 1,759 CAB: 1,831 Total: 3,590
Total volume of debt being managed for households with children	MART and CAB databases	MART: £908,269 CAB: £1,710,079 Total: £2,618,348	Aim to increase	MART: £897,309 CAB: £1,783,021 Total: £2,680,330
Number of referrals to Money Matters from maternity services	Number of pregnant women referred to Money Matters; NHSGGC database	5	Aim to increase	1

4: REDUCED COSTS OF LIVING

The essential costs of living, including food and fuel, are increasing throughout the country. In East Renfrewshire, we recognise that our housing costs are particularly high. The average property price in East Renfrewshire is over £100,000 higher than the Scottish average; and the private rental price for a 4 bed property is over £400 higher per month. Our Council Tax banding charges in East Renfrewshire are less than the Scottish average in the 2025/26 financial year.

While recognising that many of the costs of living for families are outwith our influence, we acknowledge areas for influence across the Community Planning Partnership including the cost of the school day, social housing and community food supports.

We aim to achieve this reduced cost of living by:



Applying a child poverty and children's rights lens when developing strategies, policies and developing budget proposals which apply to children and families

What we know about employment in East Renfrewshire:



Average Property Price

is higher than nationally:
 East Renfrewshire: £291,014
 Scottish Average: £185,870

15



Private Rent

is higher than nationally:
 (Greater Glasgow as data not
 available at East Renfrewshire level)
 2-bed: £1,024 vs £893
 3-bed: £1,354 vs £1,136
 4-bed: £2,217 vs £1,793

16

Actions we have taken in 2024-25

Supporting Schools to Understand and Act

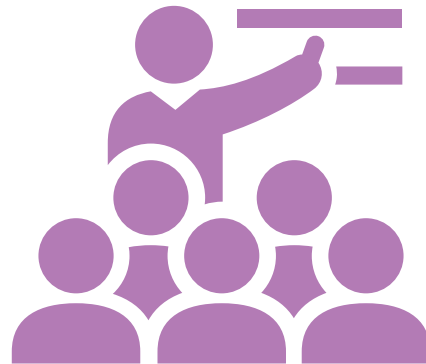
In autumn 2024, the Education Quality Improvement Team led sessions for Head Teachers, Heads of Centre, and Equalities Coordinators, introducing insights from the Cost-of-Living Dashboard. These sessions, supported by Strategic Services, helped school leaders better understand local socio-economic challenges and tailor support accordingly.

In partnership with the Child Poverty Action Group, Equalities Coordinators also explored ways to involve pupils in reducing school-related costs. Several schools have joined the Cost of the School Day Voice Network, empowering pupils to share ideas and raise awareness.

A second round of data collection is underway to track progress on Cost of the School Day Audits, building on a 56% baseline from October 2023.

Between August 2024 and January 2025, the Education Quality Improvement Team co-designed a three-day professional learning programme with three head teachers. The focus was increasing equity through curriculum, learning, teaching, and assessment. The pilot involved 27 Principal Teachers from both primary and secondary schools. Feedback was overwhelmingly positive - 100% rated the programme as very good or excellent, and 94% strongly agreed it would influence their own and others' practice. A second cohort will begin in autumn 2025.

Across East Renfrewshire, we have a strong commitment to listening and adapting to learners' needs. One local primary school has directly responded to pupil feedback to inform the use of Pupil Equity Funding (PEF).



Case Study: Using Pupil Voice to Identify and Remove Barriers

School: Netherlee Primary School

Focus: Enhancing participation and equity through Pupil Equity Funding (PEF)

Context

Netherlee Primary School, working with a modest Pupil Equity Fund allocation of £25,725, set out to better understand why some learners were not fully engaging in school life. Data showed that 41% of pupils identified for PEF support were not completing homework, and 52% were not participating in lunchtime or after-school activities.

Approach

Rather than make assumptions, the school turned to the most valuable source of insight—the pupils themselves. Through a series of focus groups and interviews, learners shared their experiences and challenges. They spoke about time pressures, caring for younger siblings, lack of quiet space or a desk at home, and even the types of clubs on offer not appealing to them or feeling inaccessible.

Action and Impact

Armed with this feedback, the school made some important changes. Pupils were invited to help decide how some of the PEF funding should be used. This led to the purchase of practical supplies and resources to support homework completion. Ongoing monitoring of engagement ensures support can be put in place quickly, if and when necessary. The school also revamped its extra-curricular offer, introducing more inclusive and varied clubs like gardening, art, and meditation - designed to complement existing sports activities. Recognising the value of community involvement, the school reached out to parents, inviting them to help run clubs. Timings and locations were adjusted to make participation easier for all families. The school also began using PEF to support family learning opportunities, which has led to a noticeable increase in parental engagement, especially from families who hadn't previously attended school events or parents' evenings.

Conclusion

This case study highlights how listening to pupils and involving them in decision-making can lead to meaningful, practical changes that remove barriers and promote equity. Netherlee Primary School's approach demonstrates the power of collaboration, creativity, and community in supporting every child to thrive.



Tackling Fuel Poverty

Since launching in October 2024, East Renfrewshire Citizens Advice Bureau's Energy Best Deal programme has delivered over 200 advice sessions, helping residents manage energy costs, resolve billing issues, and access grants and fuel vouchers.

Between October 2024 and April 2025, the programme secured £60,696 in financial gains for local households. It also equipped frontline workers with the knowledge to better support vulnerable clients.

By combining expert advice with practical outcomes, Energy Best Deal is making a real impact - helping families stay warm and financially resilient.

Helping sustain tenancies

We have provided practical support for tenants in socially rented accommodation to help them maintain their tenancy. Barrhead Housing Association has provided:

- 25 Carpets, included fitting
- 24 Kitchen starter packs
- 25 food vouchers at a value of £25
- 51 customers with up to 6 fuel vouchers worth up to £59 each, totalling £10,437 through the Housing Associations' Charitable Trust Fuel Fund.

Economic Empowerment Pilot: Supporting Women Affected by Domestic Abuse

A new East Renfrewshire pilot, led by HSCP and Women's Aid (WASLER), combines financial advice from MART with emotional and practical support to address domestic abuse - an issue linked to 43% of child protection cases and 23% of local homelessness.

The pilot supports women by:

- Providing budgeting advice and financial literacy workshops
- Ensuring access to full entitlements and future planning
- Integrating financial support into safety planning
- Raising staff awareness through joint training

This joined-up approach helps women rebuild their lives with greater safety, stability, and financial independence.



Measures of progress

Below are the key indicators and progress measures associated with ‘reduced costs of living’:

Indicator	Data source	Baseline 2023/24	Target	2024/25
Percentage of schools who have undertaken a CoSD audit	ERC Education records	56%	Aim to increase	67%
Percentage of families presenting as homeless or seeking housing options due to financial reasons	ERC Housing homelessness and housing options data – ERC*	Not yet available	Aim to decrease	8.25%**
Percentage of families on housing waiting lists citing financial reasons	Housing waiting lists – ERC and BHA	Not yet available	Aim to decrease	Data expected Sept 2025
Percentage of social housing properties meeting the Social Housing Net Zero target	Implementation date yet to be set, following consultation process	Not yet available	Aim to increase	Data not formally launched by Scottish Government

* This data relates to homeless applications. Work is ongoing in 2025.26 to improve the data held regarding housing options approaches.

** families with children (9 of 109) presenting as homeless, specifically cited financial reasons as the primary reason for failing to maintain their accommodation in 2024.25.

MITIGATING ACTIONS

Whilst it is vital to address the drivers of poverty for the long term, we continue to take action to mitigate the impact of poverty. This chapter provides a brief overview of some of the key actions we have taken during 2024-25.

Support for Care-Experienced Young People

With HSCP support, 23 Junior ISAs were opened through the Share Foundation, each with a £200 government deposit. Additionally, 15 young people attended housing skills sessions focused on budgeting and money management - topics they identified as key to independent living.

For younger children, HSCP continues its partnership with the Imagination Library, delivering 236 free books monthly to looked-after children aged 0–5 to support early literacy.

In 2024/25, inclusive Holiday Programmes engaged 83 care-experienced children and 21 family members, with 76 more attending the Inclusive Support Service scheme. Co-designed with young people, these programmes offer enriching activities and help parents stay in work, especially benefiting those who face barriers to mainstream provision.

Supporting Early Years and Healthy Families

We have supported a range of activities to support young children and families and ensure they are supported to live healthy lives. This includes:

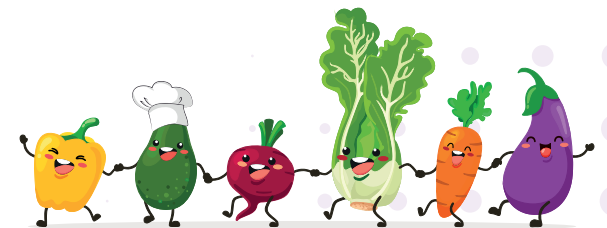
Thrive Under 5 - which promotes healthier lifestyles through cooking, food education, and family wellbeing. This provided one-to-one support, family cooking classes, a Family Food Growing Network, food hygiene training and other multi-agency supports.

Peas Please - which offered cooking sessions and take-home packs within early years settings.

Mini Master Chef - which trained children and staff in food hygiene.

HENRY - which supports parenting and wellbeing through 8-week sessions.

In the short term, these initiatives help families make healthier choices and support child healthy development. In the longer term, we hope to see broader impacts in terms of reducing health inequalities.



Empowering Young People and Families in Barrhead: A Year of Community Impact

Over the past year, a range of initiatives in Barrhead by Barrhead Housing's Brighter Futures programme to support young people and families with life skills, wellbeing and practical help.

Key Highlights:

- First Home Skills course reached 114 pupils at Barrhead and St Luke's High Schools, covering tenancy, budgeting, cooking, DIY, and more to prepare for independent living.
- Dunterlie Tots and Toddlers welcomed 96 children for early years development and social interaction.
- Totnosh Family Cooking engaged 130 participants in healthy eating and kitchen confidence.
- Incahootz Drama ran weekly workshops for 108 young people, using creativity to explore real-life issues.
- Dunterlie Mums and Babies supported 39 parents through peer-led parenting discussions.
- Back-to-School Bank provided 59 new uniforms to local families.
- ERA's summer programme supported 43 individuals with additional support needs.
- Happy Dunterlie hosted free summer events, including a community-wide Summer Fun Day.



These efforts have strengthened community ties, boosted confidence, and ensured inclusive access to support and enrichment.

Whole Family Wellbeing Funding (WFWF) to deliver targeted family support and break the cycle of poverty

Whole Family Wellbeing Funding (WFWF) has enabled us to invest in dedicated roles focused on analysing data across all aspects of children's lives - from early years and universal services to more targeted interventions. This insight helps us better understand the challenges families face and tailor our support accordingly. Crucially, this work is not limited to traditional children's services but involves a wide range of partners, ensuring a more holistic and inclusive approach.

WFWF resources are directly supporting families to overcome personal, familial, and societal barriers that contribute to poverty. Key initiatives include:

- **Intensive Family Support:** A dedicated health visitor works within our team to support families involved in child protection and welfare systems.
- **Domestic Abuse Support:** Funding has strengthened our partnership with Women's Aid, providing vital support for victims of domestic abuse and coercive control.
- **Education and Wellbeing:** In schools, WFWF supports initiatives like circle time, which nurtures children's social, emotional, and cognitive development, and the Learn Well service, which helps children return to and stay engaged in education.

Poverty affects families in complex and varied ways. Through the WFWF, we are addressing these challenges head-on - reducing isolation, promoting inclusion, and empowering families to build better futures. Every initiative supported by the fund is a step toward sustained, systemic change.

CONCLUSION AND NEXT STEPS

Over the past year, East Renfrewshire's Community Planning Partnership has continued to take ambitious, collaborative action to reduce child poverty and support families to thrive. Through a strong focus on data, lived experience, and partnership working, we have deepened our understanding of the challenges families face and responded with targeted, practical solutions.

We have strengthened employability support for parents, expanded access to financial advice, and worked with schools and communities to reduce the everyday costs of raising children. Our efforts have been delivered through strong partnership working and have been shaped by the voices of those with lived experience, ensuring that services are not only effective but also compassionate and inclusive. This includes enhancing our "no wrong door" approach through collaborative working.

While we are proud of the progress made, we recognise that child poverty remains a complex and persistent issue. Tackling child poverty is a long-term ambition and not something which can be addressed through short-term activities. In last year's report, we set out our 3-year approach and this continues to be our focus going forward.

We will continue to improve our understanding of the circumstances of families through effective use of data and a 'no wrong door' approach; listening to the voices of those in poverty and using them to shape services; and work to ensure families receive coordinated support from all relevant services.

We will continue to improve income from employment by increasing into work support for unemployed parents, and support to in-work parents to progress and increase their household income.

We will continue to increase income to families through income maximisation through increased staff awareness; providing support services in places families will access them; and promoting services widely to reach all families who might need them, including those in hidden poverty.

We will continue to play our role in reducing the cost of living for families. Whilst recognising that many aspects are beyond our control, we will work to ensure that local decision-making, including budget-setting, strategic priorities and policy changes, are done through a child poverty lens.

Looking ahead, we remain committed to working with families, partners, and communities to build a fairer East Renfrewshire - one where every child has the opportunity to flourish, thrive and live well.



Population Outcome

The Outcome we want is ...

All children in East Renfrewshire experience a stable and secure childhood and succeed

Intermediate Outcome

We will know we are making good steps along the way when ...

Child poverty is reduced

Our Contribution

So what we need to achieve is ...

Improved understanding of the circumstances of families in, or at risk of, poverty

Improved income from employment for parents

Enhanced gains for families from income maximisation and social security

Reduced costs of living

Critical Activities

By ...

Enhancing use of data to better understand more the profile of families in poverty, and those at risk of poverty

Listening to the voices of families experiencing poverty and using these to shape services delivered

Creating a more 'joined up approach' to ensure families receive coordinated support from all relevant services

Increasing into work support for unemployed parents and support to in-work parents to progress in the workplace e.g. through Parental Employability Programme

Increasing poverty awareness of frontline staff working with families

Increasing accessibility of money advice and rights support

Applying a child poverty and children's rights lens when developing strategies, policies and developing budget proposals which apply to children and families

Critical Indicators

- Number of in-work parents in PES programme
- Percentage increased household income for in-work parents
- Number of PES parents receiving training and/or qualification
- Number of PES parents moving into employment or self-employment
- Number of parents with a disability in the household accessing employability support
- Number of PES parents supported into volunteering
- Number of MART and CAB clients from priority groups
- Financial gains for child related benefits
- Families accessing financial wellbeing advice
- Volume of debt being managed for households with children
- Number of Money Matters referrals from maternity services
- Percentage of schools who have undertaken a CoSD audit
- Percentage of families presenting as homeless or seeking housing options due to finances
- Percentage of families on housing waiting lists for financial reasons
- Percentage of social housing meeting Net Zero targets

FOOTNOTES

1. [Scotland Census 2022](#)
2. [DWP Children in Low Income Households data](#)
3. [End Child Poverty data 2025](#)
4. [DWP Universal Credit data](#)
5. [ERC Seemis data](#)
6. [National Records for Scotland](#)
7. [Smart Data Foundry Cost of Living dashboard](#)
8. [Nomis Labour Market Profile](#)
9. [Nomis Annual Survey of hours and earnings](#)
10. [ONS Annual Population Survey](#)
11. [Living Wage Scotland Employer Directory](#)
12. [Social Security Scotland Agency statistics](#)
13. [Trussell Trust statistics](#)
14. [ERC Revenues and Benefits data](#)
15. [Land Registry UK House Price Index](#)
16. [Scottish Government Private Sector Rent Statistics](#)



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EAST RENFREWSHIRE COUNCIL25 June 2025Report by Chief ExecutiveSTRATEGIC END-YEAR PERFORMANCE REPORT AND ANNUAL COMMUNITY
PLANNING AND FAIRER EAST REN REPORT FOR 2024-2025**PURPOSE OF REPORT**

1. The purpose of this report is to present the final performance update on the Council's Outcome Delivery Plan (ODP) and Fairer East Ren plan and to demonstrate the progress that has been made in 2024/2025. The report includes the following sections:

- A summary highlight of the Council's strategic performance at end-year 2024/2025 (Annex 1). A more detailed data report on the performance indicators in the Outcome Delivery Plan (ODP) is also available [here](#).
- The 2024/2025 annual progress report on the Community Plan, including Fairer East Ren (Local Outcome Improvement Plan) (Annex 2).
- An annual update on complaints handling (Annex 3).

RECOMMENDATIONS

2. It is recommended that Council:

- (a) scrutinise and comment on the highlight summary of the Council's strategic performance (ODP) at end year 2024/2025;
- (b) scrutinise and comment on the Community Plan and Fairer East Ren Annual Progress Report for 2024/2025;
- (c) scrutinise and comment on the complaints handling report 2024/2025; and
- (d) note the strategic plans in (a) and (b) have come to an end and that a Place to Grow will replace both the ODP and Community Plan going forward.

BACKGROUND AND CONTEXT

3. The Community Plan sets out the Community Planning Partnership's (CPP) long term vision for East Renfrewshire through five strategic outcomes. The Plan incorporates Fairer East Ren, the Local Outcome Improvement Plan (LOIP), required under the Community Empowerment Act. Fairer East Ren (FER) is focused on tackling inequalities and closing the gap between communities in East Renfrewshire.

4. The CPP indicators are mainly national measures as these tend to look at systematic changes across multiple areas including health, community safety and protection and employment. There are also some more local measures taken from the Citizens' Panel. Fairer East Ren is a mixture of operational output and national measures.

5. The Council, in partnership with the Health and Social Care Partnership (HSCP) and the East Renfrewshire Culture and Leisure Trust (ERCLT), sets out its contribution to the strategic outcomes in the Community Plan through the Outcome Delivery Plan (ODP). The ODP is the council's Business Plan covering all activity funded by the Council.

6. The ODP is supported by a range of strategies and service improvement plans which underpin the delivery of our strategic outcomes. For the ODP, the Council monitors performance and direction of travel for a series of measures identified by departments, ERCLT and HSCP.

7. As agreed at Council in [September 2024](#) this is the final report for the current ODP and Fairer East Ren plans. In [April 2025](#) Council approved the Place to Grow Delivery plan which replaces the Community Plan, ODP and LOIP. It is informed by a Place to Grow vision that provides an overarching strategic framework and robust partnership approach for all strategies and plans moving forward.

Performance Updates

Outcome Delivery Plan

8. Annex 1 of this report provides a high-level summary of the progress made under all outcomes and their performance indicators in the Outcome Delivery Plan 2024/2025. It also provides some highlights and achievements from the past year and identifies areas of work that will be continued through the Place to Grow delivery plan. A further paper, accessible [here](#), provides more detailed data and trend graphs for all 53 performance indicators, including progress notes for each one.

Community Plan and Fairer East Ren

9. Annex 2 of this report provides a summary of the key progress made under the Community Planning and Fairer East Ren outcomes and updates on all performance indicators in the plans. It also includes some case studies showing how our partnership working is having a positive impact on the lives of our residents and communities.

10. Further details on how Child Poverty is being targeted in East Renfrewshire can be found in the Local Child Poverty Action report that is also being presented at Council today.

Complaints

11. Annex 3 of this report gives an overview on complaints handling performance in 2024/2025. Examples are also provided on how we are learning from complaints to improve the quality of services, customers' experiences and our complaints processes.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

12. Information in this report will be published on the [Council's website](#) where additional performance information can also be found, including departmental and benchmarking information.

FINANCE AND EFFICIENCY

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

PARTNERSHIP WORKING

14. Community Planning Partners have had the opportunity to review and contribute to the progress of the current report and plans. The progress report will be put forward for approval to the Community Planning Board meeting in autumn 2025.

15. A Place to Grow vision and delivery plan will build on our strong partnership working going forward and this will include partners being more actively involved in performance and improvement.

IMPLICATIONS OF REPORT

16. As this report is primarily a progress and performance update, there are no implications in terms of staffing, property, legal, IT, equalities, or sustainability. Each of these issues has been mainstreamed through service plans and equality, fairness and rights impact assessments carried out where appropriate.

CONCLUSION

17. This final report for our ODP and Community Plan/Fairer East Ren plans demonstrates the extensive partnership working and activity that is carried out to meet the five strategic outcomes and the Council's organisational outcomes. We will continue to work in partnership to deliver the priority outcomes and activities of a Place to Grow and ensure our performance is embedded with a continuous improvement approach. Through its [Organisational Health Check](#), the Council will ensure it continues to deliver for its residents, operates efficiently, is transformative and ensures Council employees are engaged and motivated to deliver quality services for our residents.

RECOMMENDATIONS

18. It is recommended that Council:

- (a) scrutinise and comment on the highlight summary of the Council's strategic performance (ODP) at end year 2024/2025;
- (b) scrutinise and comment on the Community Plan and Fairer East Ren Annual Progress Report for 2024/2025;
- (c) scrutinise and comment on the complaints handling report 2024/2025; and
- (d) note the strategic plans in (a) and (b) have come to an end and that a Place to Grow will replace both the ODP and Community Plan going forward.

REPORT AUTHORS

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BACKGROUND PAPERS

[Community Plan 2018-2028](#)

[ODP and FER Plan 2024/2025 , Council 24 April 2024](#)

[Strategic End Year Report and Community Plan/Fer Annual Report, 2023/2024, Council 11 September 2024](#)

[A Place to Grow Update and Year 1 Delivery Plan, 23 April 2025](#)



Outcome Delivery Plan 2024/25 End Year Report



Introduction

East Renfrewshire Council is committed to improving the lives of all local people, promoting equality and fairness, and enhancing the area in which we live, now and for the future. Our Outcome Delivery Plan (ODP) sets out how services across the Council are contributing to the delivery of our outcomes, and our vision.

This report marks the conclusion of the ODP as we transition to our new strategic vision, A Place to Grow. A Place to Grow will serve as the cornerstone of our strategic planning framework and is the overarching long-term strategic vision and plan for both the Council and Community Planning Partnership.

In the following sections, we have outlined our performance by outcome area, including our progress against performance indicators, key highlights, and areas of focus that will carry over into our new [Place to Grow delivery plan](#).

Performance Summary

		Target Status ¹			Monitoring Only	Total
		●	●	⊗		
Early years and vulnerable young people		0	2	2	0	4
Learning, life and work		7	9	2	0	18
Economy and environment		6	1	2	0	9
Safe, supportive communities		5	1	1	0	7
Older people and people with long term conditions		4	1	1	1	7
Customer, Efficiency and People		2	3	0	3	8
Total		24	17	8	4	53

¹Key - On target ● Target still to be achieved ● Off target ⊗



Early Years and Vulnerable Young People

East Renfrewshire has an ambitious Early Years plan that focuses on prevention and early intervention. The earliest stages of life are crucial to a child's development and life chances. Attainment, health and wellbeing, and resilience are all strongly influenced by this. East Renfrewshire continues to be a sector leader in Early Years provision and Children's Services, supporting parents and carers to provide a safe, healthy and nurturing environment for their families.

Performance Overview

There are four ODP indicators for this outcome with two at red and two at amber, however it is important to note the numbers of some of the indicators including Child Protection plans and breastfeeding rates are very small so any changes will show a fluctuation in performance. We continue to perform above the Scottish average in these areas. For breastfeeding the area of focus is the gap between breastfeeding rates in the most affluent (SIMD 5) and the most deprived (SIMD 1) areas and this will be monitored closely through the Maternal and Infant Nutrition Framework working group.

There is a slight reduction in the indicator for children meeting their development milestones at primary one, however other tracking and outcome evidence shows that children are making good progress in their milestones e.g. Early Years Tracking Tool. There has also been a slight decrease in school attendance for Looked After Pupils and the Learn Well service continues to deliver targeted support to care experienced pupils, helping to remove barriers to learning and supporting a return to school.

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Breastfeeding at 6-8 weeks most deprived SIMD data zones (% - LGBF)	19.2	13.1	-	25	⊗	↘
% of P1 children who have reached all of the expected milestones on entry to school	82.7	80	76.6	85	●	↘
% of children with child protection plans assessed as having an increase in their level of safety	100	100	87	100	⊗	↘
% school attendance for Looked After Pupils Primary and Secondary (based on a small no. of pupils)	88.1	84.5	-	90	●	↘

Target¹ - Targets given are from same year as the latest data update

Target status² - On target ● Target still to be achieved ○ Off target ⊗

Direction of Travel³ - Compares latest data with the previous year's data

Key - Increase (intended) ↗ Decrease (intended) ↘ Remained the same ... Increase (unintended) ↗ Decrease (unintended) ↘

2024/25 Highlights

Every family with a new-born child in East Renfrewshire receives a child safety pack and 1250 packs were issued in 2024/25. Children under 5 are particularly at risk of injury in the home from dangerous products and Public Health Scotland's latest data (2023/24) shows a 29% reduction in injuries to children in East Renfrewshire since 2020/21.

Our Signs of Safety approach, rooted in strengths-based and solution-focused social work practice, aligns closely with 'The Promise'. It promotes safe connections and seeks wider participation to promote safety, growth and well-being. During 2024/25, over 90 staff and carers underwent Signs of Safety training including how to create and support positive networks.

The Healthier Minds Screening Hub received 410 referrals for young people in 2024/25, including 100 reconnections from young people who have been referred previously. Young people have been supported by the youth counselling service and the Healthier Minds Team with Family First joining the multi-agency screening hub as a new partner in October 2024. The service continues to have a strong impact, with 97% of those supported reporting improved outcomes.

Going Forward

We have evaluated performance levels as part of the Place to Grow development process. This has helped shape key areas in the Place to Grow delivery plan. Several areas will focus on supporting families as early as possible to build a better understanding of where we need to target resources, and to support improved outcomes in the future.

Pillar 1 – Our children and young people flourish

Developing a multi-agency parenting strategy to support families around key development needs and milestones

Delivering on the key responsibilities of the Promise including tracking of outcomes for care experienced young people

Creating a baseline of child health and wellbeing measures for target groups.





Learning, Life and Work

Outcome two explores how well our children and young people are supported to participate in education and training and to develop the skills they need to be active citizens. It also looks at residents' wellbeing and cultural activity.

Performance Overview

✓ Educational attainment rates remain very high at both primary and secondary school level, comparing exceptionally well against national comparators. Most positively under this outcome we continue to see the gap between SIMD 1 and 5 primary pupils in numeracy and literacy make good progress and in reach of the three-year stretch aims. Although there was a very slight increase in the number of exclusions in secondary schools the figure continues to compare very favourably with the national value of 31.5 incidents per 1000 pupils, and a range of approaches to address the increasing number of incidents are in place.

✓ In relation to supporting our residents to be healthy and active, we are slightly under target in the proportion of adults who report participating in physical activity and this will continue to be a focus of A Place to Grow under the Live Well pillar. The Trust data shows the number of visits to indoor sports and leisure facilities is just below the target of 9,500 visits per 1,000 population.

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Number of exclusions per 1,000 pupils- Primary	0.1	0.1	-	0.3	●	...
Number of exclusions per 1,000 pupils- Secondary	6.7	7.3	-	5.5	⊗	↖
% Rate of school attendance- Primary	94.3	94.6	-	96	○	↗
% Rate of school attendance- Secondary	90.9	90.7	-	93.5	○	↘
Number of ERC schools with Rights Respecting Award- Gold level	13	15	18	16	●	↗
Achievement of Curriculum for Excellence Levels: Literacy (P1, 4 and 7 Combined)- %	87.6	89.3	-	89.5	○	↗
Achievement of Curriculum for Excellence Levels: Numeracy (P1, 4 and 7 Combined)- %	91.2	92.1	-	93	○	↗

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Achievement of Curriculum for Excellence Levels: Literacy (P1, 4 and 7 Combined)- Gap between Q1 and Q5- %	27.7	21.1	-	20.4	●	↘
Achievement of Curriculum for Excellence Levels: Numeracy (P1, 4 and 7 Combined)- Gap between Q1 and Q5 - %	24.6	14.4	-	14.9	●	↘
S4: reduce gap between most and least deprived achieving 5 or more awards at SCQF level 5- %	39.5	35.5	-	30	●	↘
Proportion of Pupils receiving 5+ awards at SCQF L5 (S5/S4)	87.1	83	-	83	●	↙
Proportion of Pupils receiving 5+ awards at SCQF L6 (S6/S4)	69.6	72.6	-	66	●	↗
% of S4 roll with insight points of 263 or fewer	4.8	8.4	-	5.6	⊗	↙
Awards achieved by young people participating in school and community based targeted programmes	1443	1574	-	1,000	●	↗
Number of attendances per 1,000 population for indoor sports and leisure facilities	7,930	8,565	9,112	9,500	●	↗
Number of library visits per 1,000 population	4,787	5,603	8,721	6,000	●	↗
% of adult resident population engaging in cultural activities	90	91	92	93	●	↗
Percentage of adult population participating in physical activity (including walking) for exercise	75	71	72	80	●	↗

Target¹ - Targets given are from the same year as the latest data update

Target status² - On target ● Target still to be achieved ○ Off target ⊗

Direction of Travel³ - Compares latest data with the previous year's data

Key - Increase (intended) ↗ Decrease (intended) ↘ Remained the same ■ Increase (unintended) ↖ Decrease (unintended) ↙

2024/25 Highlights

- 18 East Renfrewshire schools have now achieved Rights Respecting Gold Award- an award granted by UNICEF to schools that have fully embedded children's rights throughout the school in its policies, practice, and ethos. Every school in East Renfrewshire has achieved the Digital School Award, recognising excellence in the use of digital technologies across learning and teaching.
- Our Adult Learning service has exceeded targets in supporting people in working towards and achieving numeracy goals. Adult learning pilots are equipping families with the necessary numeracy skills to support their children's learning, enhancing family learning and engagement in this area. The Multiply programme saw the delivery of a range of community-based learning opportunities to improve numeracy skills at all levels, and Adult Learning Services worked in partnership to provide 40 courses to over 130 individuals.
- Improvements have been made to 10 local parks including Busby Glen, Rouken Glen Bridge, Netherlee Walkway and Levern Water path. Cowan park has benefitted from a restoration of the flagpole and main gates, installation of benches, litter bin replacements, and a new 1km circuit footpath.
- In summer 2024, the Barrhead Waterworks site opened as a transformed vibrant hub for communal growth and connection run by the East Renfrewshire Additional Support Needs Parent Action Group (ERA). The group provides activities for neurodiverse young people and support to pupils at Barrhead High School providing alternative learning opportunities.
- East Renfrewshire Culture and Leisure Trust recorded a high of 3,821 participants engaged in the swimming lesson programme. Direct debit now accounts for 80% of sign-ups across all four swimming pool sites, enhancing customer experience.

Going Forward

We have evaluated performance levels as part of the Place to Grow development process. This has helped shape key areas in the Place to Grow delivery plan. Several areas will continue to focus on supporting learning and wellbeing.

Pillar 1 – Our children and young people flourish

- Continuing to support children and young people on their learning journeys.
- Designing a curriculum in partnership that is based on the needs of our community.
- Ensuring equity of access to wider achievement opportunities for targeted groups.

Pillar 3 - We all live well

- Increasing participation in sport and physical activity and support fair access for all.





Economy and Environment

Supporting our economy to grow and taking the necessary steps to tackle climate change and its impacts are key priorities for us. Our ambition is for East Renfrewshire to be a thriving, attractive and sustainable place for residents and businesses.

Performance Overview

■ We have made good progress across the majority of indicators under Outcome 3 with only two remaining off target. One of these relates to the City Deal budget and delays in capital projects including Aurs Road which has a revised estimated completion date of spring 2026. The second is the percentage reduction in council-controlled carbon emissions which is influenced by several factors. Performance on street cleanliness continues to be very strong and we have also reclaimed our top position in Scotland for household waste recycling rates.

■ Ensuring there is affordable housing for all continues to be a priority with an additional 110 units brought into the housing supply in 2024/25. The Council achieved full spend on our Capital Grant from the Scottish Government to accelerate our new build programme. Recognition of this performance is reflected in the Scottish Government providing further grant opportunity in 2025/26. A change in our allocation policy has also helped to assist 122 homeless households into permanent accommodation - double the number from the previous year.

■ We continue to support our local businesses with a wide range of business advice and support including access to funding, access to affordable workspace, and public sector procurement contracts. 180 businesses were supported in 2024/25.

■ The investment in our roads is stabilising with the percentage of those requiring maintenance at just over a third of all roads and in line with the national average. Since the additional capital funding began, we have seen a significant drop in the number of potholes reported (56% reduction since 2019/20).

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Number of businesses assisted to improve performance as a result of support received from the Council	71	99	180	60	●	↗
City Deal Expenditure against approved Capital Plan (£m)	1.5	4.7	8.5	22.7	⊗	↗

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Overall % of road network that should be considered for maintenance treatment	35.4	35.6	-	35	●	↖
Street Cleanliness Score- % Clean	89.9	95.7	94.9	90	●	↘
Additional units being brought into affordable housing supply	132	69	110	45	●	↗
Citizens' Panel- Public parks and open spaces % of service users rating service as very good/good	86	88	83	90	●	↘
% of total household waste that is recycled	56	58.2	-	56	●	↗
% reduction in Council controlled carbon emissions	8.1	0.56	-	5	⊗	↘
% of street lights which are LED	85.5	95	99.8	99	●	↗

Target¹ - Targets given are from the same year as the latest data update

Target status² - On target ● Target still to be achieved ○ Off target ⊗

Direction of Travel³ - Compares latest data with the previous year's data

Key - Increase (intended) ↗ Decrease (intended) ↘ Remained the same ... Increase (unintended) ↖ Decrease (unintended) ↘

2024/25 Highlights

■ A new online Glasgow City Region Community Benefits (CB) hub was launched in September that supports community organisations, schools and employability providers to make requests that suppliers can match with when delivering their contractual CB action plan. In 2024/25, 28 community organisations and 29 suppliers signed up to our CB hub with 27 requests delivered including work experience placements, IT equipment donated for employability clients, and installation of Christmas lights in Neilston.

■ We supported 18 projects to improve town centres and neighbourhoods in consultation with communities in the last year, including the Thornliebank town centre and shopfront improvements scheme, the Dunterlie multi use games area, the Netherlee to Stamperland Walkway, and the Easterton Avenue play park upgrade.

➤ Rouken Glen Park has maintained its Green Flag Status for the 14th year in a row. In 2024/25, our parks and open spaces were used to host events such as Neilston Show and Eaglesham Fair, and the Reeling Festival and Foodies Festival at Rouken Glen attracted more than 25,000 people. Almost 300 events and community activities were also delivered at Dams to Darnley Country Park and Whitelee Wind Farm. Events help to deliver additional economic, tourism and cultural benefits to the area and assist in showcasing East Renfrewshire as an attractive place to live, work and visit for residents and visitors.

Going Forward

We have evaluated performance levels as part of the Place to Grow development process. This has helped shape key areas in the Place to Grow delivery plan. Several areas will continue to build on the positive outcomes of the ODP and target areas for further improvement.

Pillar 2 – Our communities and places thrive

- Progressing our Get to Zero action plan and identifying solutions for delivering heat decarbonisation and energy efficiency.
- Securing further investment from Glasgow City Region to strengthen our economy.
- Increasing the range of housing supply to include smaller homes.
- Developing our approach to how new developments and places will be built and align priorities to target investment for regeneration.





Safe, Supportive Communities

East Renfrewshire remains one of the safest places to live in Scotland. We work closely with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire and our communities play a key role in making the area even safer and ensuring that everyone has strong social connections and supports. We recognise the valuable contribution that community organisations, groups and individuals make in their local areas and understand that we must involve people in the decisions that affect them and empower our employees and residents to design and improve Council services fit for a stronger future.

Performance Overview

✓ The majority of indicators have met their target under outcome 4. There is a continued fall in anti-social behaviour complaints, and the rating of those feeling a strong sense of community is above target. All our residents at risk of harm have a bespoke protection plan in place. Within our Community Justice Service, we are off target for the measure on impact of Community Payback on reoffending. The results are based on voluntary completion of surveys and are a small percentage of the total orders concluded.

✓ Alcohol and drug treatment support is often responding to complex issues and recovery journeys are person-centred. We continue to perform ahead of target for access to support, with 97% of people accessing recovery-focused treatment within three weeks. This means those requiring alcohol and drug treatment are accessing support quickly through close monitoring and rapid assessment and allocation of new referrals within the Alcohol and Drug Recovery Service.

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
% of total complaints reporting anti-social behaviour which has recurred	9.7	8.9	7.9	7.5		
% of people agreed to be at risk of harm and requiring a protection plan have one in place	100	100	100	100		
Did your Community Payback Order help you to look at how to stop offending?	100	83	82	100		
% Change in women's domestic abuse outcomes	90	93	92	85		

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
% of adults with a strong sense of belonging to their community	53	60	60	55	●	...
% of additional units brought into the affordable housing supply which are adapted or adaptable to lifetime needs or wheelchair adapted	13	17	15	10	●	↙
% people starting treatment within 3 weeks of referral	96	93	97	90	●	↗

Target¹ - Targets given are from the same year as the latest data update

Target status² - On target ● Target still to be achieved ○ Off target ⊗

Direction of Travel³ - Compares latest data with the previous year's data

Key - Increase (intended) ↗ Decrease (intended) ↘ Remained the same ... Increase (unintended) ↗ Decrease (unintended) ↘

2024/25 Highlights

Our detached youth work staff provide support and build trusting relationships with young people in local communities. Young people are supported with issues that affect them and are sign posted to other services and opportunities. Targeted programmes have been delivered across all 7 secondary schools this year, and young people are making informed choices about their risk-taking behaviour, safety, and respecting others in the communities they live in.

20 new and existing community groups across all areas in East Renfrewshire have been supported by CLD to build capacity through support with funding applications and governance processes, training and skills development and to organise events.

Women's Aid supported 1116 women and children across three core services, helpline and drop in enquiries- a 5% increase on the previous year. Of the 107 reviews carried out by Women's Aid East Renfrewshire with the people they support, 92% reported improvements in their safety and wellbeing outcomes.

129 bespoke 'Confidence at Home' packs and 1,245 scam prevention packs were distributed last year to help residents feel safer in their homes. In combating nuisance and scam calls, 63,744 calls have been blocked during the year, and 59 call blocker devices and 71 Ring doorbell devices were fitted.

Going Forward

We have evaluated performance levels as part of the Place to Grow development process. This has helped shape key areas in the Place to Grow delivery plan. We will continue to ensure that we have safe and supportive communities. The plan includes the following actions:

Pillar 2 – Our communities and places thrive

- Taking account of the needs, identity and character of a local area to ensure wellbeing and strong community connections in our place-making.
- Monitoring anti-social behaviour and crime rates to provide evidence for targeting resources.

Pillar 3 - We all live well

- Strengthening community cohesion and ensure equality groups have their diverse voices heard, feel safe and included.





Older People and People with Long Term Conditions

Outcome five primarily covers interventions that will maximise independence for residents and support carers. Our HSCP services support older people and those with long-term conditions to live safely and independently in communities.

Performance Overview

■ The majority of measures have met their target under Outcome 5 including 'quality of life for carers', the proportion of people reporting that they are 'living where/as they want to live' and the proportion living in own homes rather than a care home or hospital. However, there are areas of care under increased pressure driven by an increased complexity of need.

■ There has been a slight decrease in the percentage of people aged 65 or over with long term care needs receiving personal care at home and we have fallen below our target. While our care home population has remained stable, the number of people receiving care at home reduced, impacting this measure. Redressing the balance of care and allowing people to remain at home and being more independent as long as possible remains a priority for the HSCP.

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
% of those whose care need has reduced following re-ablement	48	64	43	60	⊗	↘
% of adults with intensive care needs receiving care at home	64.4	62.5	63.4	63	●	↗
% of people reporting 'living where you/as you want to live' needs met	89	91	-	90	●	↗
% of people aged 65+ who live in housing rather than a care home or hospital	97	96.8	-	97	●	↘
% of people aged 65+ with long term care needs receiving personal care at home (LGBF)	62.5	59.9	-	62	⦿	↘
% of people reporting 'quality of life for carers' needs fully met	80	84.5	83.6	80	●	↘

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
% of adults supported at home who agreed that they are supported to live as independently as possible (Monitoring Only)	-	80.4	-	-	-	-

Target¹ - Targets given are from the same year as the latest data update

Target status² - On target ● Target still to be achieved ● Off target ☒

Direction of Travel³ - Compares latest data with the previous year's data

Key - Increase (intended) ↗ Decrease (intended) ↘ Remained the same ■ Increase (unintended) ↗

Decrease (unintended) ↘

2024/25 Highlights

115 referrals were supported by the Care Home Liaison Team during 2024/25. This multidisciplinary team, comprising of occupational therapy and nursing, provides person-centred care and support to residents of both nursing and residential care homes within East Renfrewshire. Their work helps to reduce stress and distress in care homes, improve quality of life of residents, and prevent hospital admission.

A new eligibility framework for carers has been introduced to sit alongside the Supporting People Framework. In the last year, through Time to Live funding and similar sources, the Carers' Centre has made 192 grants available to support carers short breaks - funding breaks away, health and wellbeing sessions, equipment, and vouchers.

As part of our East Renfrewshire Walking for Health Programme there were 385 health walks delivered, aimed at offering opportunities to keep active across our communities. These were attended by 3815 individuals from the local area. In addition, 108 strength and balance classes were delivered to 900 participants.

Going Forward

We have evaluated performance levels as part of the Place to Grow development process, which has helped shape key areas in the Place to Grow delivery plan. Under the Live Well pillar of the plan there is a specific priority outcome to ensure “Our older population will be supported to live healthy, active lives and have opportunities to participate, contribute and thrive.” The actions to support this to happen are:

Pillar 3 – We all live well

- Providing high-quality care that is person-centred and ensures people's voices are embedded in the decisions we make.
- Identifying opportunities for sharing resources and expertise for interventions to reduce financial harm and vulnerability, support independence and safety in the home.





Customer, Efficiency and People

The ODP includes a set of Council organisational outcomes under the headings of Customer, Efficiency and People. These focus on how we are delivering for our customers, supporting our staff, and ensuring all our resources are managed efficiently. As we work towards a more sustainable future, we are embracing technology to improve the capabilities of our organisation, our employees and our services.

Performance Overview

Our latest Citizens' Panel results show a slight decrease in the percentage of respondents satisfied with Council services and remains below target. In terms of efficiency, we have remained within our agreed budget level demonstrating continued robust and prudent financial management.

Under 'People', the introduction of a staff absence management dashboard has provided more accurate real time data for managers to support better monitoring. There has also been a continued programme of staff wellbeing support provided throughout the year, and though very slightly below target we have seen a further reduction for all staff absence days, with teacher absence figures remaining below the Scottish average.

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Citizens Panel- % of respondents who were satisfied or very satisfied with the services provided by the Council	63	65	62	67		
% of customer contact made online excluding payments	30	31	36	35		

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
% of Council revenue expenditure kept within agreed annual budget level	93.7	97.14	-	< 100		

Performance Indicator	22/23	23/24	24/25	Target ¹	Target Status ²	Direction of Travel ³
Sickness absence days per teacher	5.53	5.8	5.9	5.5	●	↖
Sickness absence days per employee (all staff excluding teachers)	11.15	11	10.3	10	●	↗
Employee satisfaction score (Monitoring Only)	72.8	72.5	79.3	-	-	↗
Proportion of the highest paid 5% of employees who are women (Monitoring Only)	62.6	62.9	65.5	-	-	↗
The Gender Pay Gap (%) (Monitoring Only)	4.6	4.9	5.7	-	-	↖

Target¹ - Targets given are from the same year as the latest data update

Target status² - On target ● Target still to be achieved ○ Off target ⊗

Direction of Travel³ - Compares latest data with the previous year's data

Key - Increase (intended) ↗ Decrease (intended) ↘ Remained the same ... Increase (unintended) ↖ Decrease (unintended) ↘

Customer – 2024/25 Highlights

➤ The Council's Service Design Network has been improving our processes for licensing, missed bin collections, online bookings, and a new garden waste calendar. We are continuing to embed service design in new projects to help drive service improvement and are now focusing on our recycling appointment service. Over 30,000 residents are now subscribed to the My EastRen platform which offers a more customer focused and streamlined online experience, a 43% increase from the previous year.

➤ An independent Best Value audit report published in February by the Accounts Commission commended the Council on making consistently good progress in delivering recommendations from previous reports. The Commission was impressed by the consistently strong performance of East Renfrewshire Council across a broad range of corporate and service areas including education, adult and children's care, digital transformation and waste and recycling. It also found the Council's engagement with residents to be excellent.

Efficiency – 2024/25 Highlights

➤ Our work to digitise and automate processes is continuing. As part of our improvements, data is being visualised on automated dashboards, this will save staff time associated with manually collating, analysing and presenting data, making services more efficient.

➤ A national platinum award was achieved for the transition of our Telecare service from analogue to digital, we are one of the first councils in Scotland to do this. Telecare provides a link from homes to the Council's 24-hour response centre and the alarm allows residents to call for help in an emergency at the touch of a button. This service allows nearly 3,000 residents to live independently in their own homes throughout East Renfrewshire.

People – 2024/25 Highlights

➤ A new People Strategy had been delivered to ensure we have an informed and engaged workforce. Leadership development sessions were held throughout the year and new training programmes developed to support the Council as a learning organisation, where we prioritise personal and professional growth and support employee training and development.

➤ The health and well-being of our employees is important to us, and an action plan is in place that is reviewed annually. In addition, a dedicated resource promotes health assessments, one to one support sessions, and team events.

Going Forward

The Council's new Organisational Health Check plan is about what kind of organisation the Council needs to be to deliver 'A Place to Grow' and will track our progress on that journey. The plan has four sections: Customer, People, Transformation, and Finance and Corporate Governance. We have evaluated performance levels as part of the development of the plan and this has shaped key actions, these include:

- Improving customer end-to-end experience and expanding access to 24/7 online self-service.
- Maximising the value of our investment in digital infrastructure to enable it to be sustainable, secure, reliable and provide the foundation for ongoing modernisation and transformation.
- Further developing financial strategies and plans to ensure that budgets and investments align with, and support delivery of, the Council's strategic priorities.
- Building on the investment in our employees to realise our commitment to being a learning organisation with a skilled workforce and effective leaders at all levels.



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East Renfrewshire **COMMUNITIES** **TOGETHER** Stronger & fairer communities

2024-2025 Community Plan & Fairer East Ren Annual
Performance Report

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Introduction

The East Renfrewshire Community Plan sets out how local services work together to create stronger and fairer communities with the people of East Renfrewshire.

The Community Plan reflects residents' top priorities and serves as the main strategic document for the East Renfrewshire Community Planning Partnership (CPP). The Plan also includes Fairer East Ren – our Local Outcomes Improvement Plan - as required by the Community Empowerment Act. Fairer East Ren focuses on reducing inequality of outcomes across groups and communities.

This is the seventh and final annual report of the current Community Plan. It presents key performance data, progress made towards the current five strategic outcomes and highlights good examples of partnership working to deliver these outcomes. [A Place to Grow](#) will be our vision and Community Plan going forward and we will continue to deliver for the communities of East Renfrewshire through its three pillars: Our Children and Young People Flourish, Our Communities and Places Thrive and We All Live Well.

This report demonstrates the commitment of the CPP towards achieving the vision of making East Renfrewshire:

An attractive and thriving place to grow up, work, visit, raise a family and enjoy later life

It provides progress updates against the key indicators for the Community Plan and Fairer East Ren.

About East Renfrewshire Community Planning Partnership (CPP)

These are our community planning partners:

- East Renfrewshire Council
- NHS Greater Glasgow and Clyde
- Police Scotland
- Scottish Fire and Rescue Service
- Scottish Enterprise
- Department for Work and Pensions
- East Renfrewshire Culture and Leisure Trust
- East Renfrewshire Integration joint board (Health and Social Care Partnership)
- Skills Development Scotland
- Strathclyde Partnership for Transport
- Voluntary Action East Renfrewshire
- West College Scotland

Our Community Planning Priorities




The Community Plan is structured around five strategic priorities:

1. Early Years and Vulnerable Young People
2. Learning, Life and Work
3. Economy and Environment
4. Safe, Supportive Communities
5. Older People and People with Long Term Conditions




The five Fairer East Ren outcomes below are focused on tackling inequality. These outcomes were determined following extensive community engagement and informed by our local socioeconomic data and evidence of local need.

1. Child poverty in East Renfrewshire is reduced
2. Residents have the right skills, learning opportunities and confidence to secure and sustain work
3. East Renfrewshire's transport links are accessible, attractive and seamless
4. Residents' mental health and wellbeing is improved
5. Residents are safe and more socially connected with their communities

Data Summary

Community Plan indicators	Number of indicators increasing or decreasing <u>as intended</u> over the last year	Number of indicators increasing or decreasing <u>against intended</u> direction of travel over the last year	Number of indicators remaining the around the same level i.e. changing by less than 0.5% or showing similar performance to previous data
			
Outcome 1: Early Years and Vulnerable Young People	3	1	1
Outcome 2: Learning, Life and Work	1	1	0
Outcome 3: Economy and Environment	3	3	0
Outcome 4: Safe, Supportive Communities	1	1	0
Outcome 5: Older people and people with Long Term conditions	2	1	0
TOTAL:	10	7	1

Key

East Renfrewshire's performance significantly exceeds Scottish level performance	
East Renfrewshire's performance is similar to the Scottish level performance	
East Renfrewshire's performance compares unfavourably to Scottish level performance	
No Scottish comparison data available	UNAVAILABLE

Case studies- where names have been changed to protect identify there will be an asterisk

Strategic Priority 1: Early Years and Vulnerable Young People



The outcome we want is...

All children in East Renfrewshire experience a stable and secure childhood and succeed




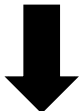


Our steps along the way to achieving this are...

- Child poverty in East Renfrewshire is reduced (Fairer East Ren outcome)
- Parents provide a safe, healthy and nurturing environment for their families
- Children and young people are cared for, protected and their wellbeing is safeguarded

Community Plan Indicators

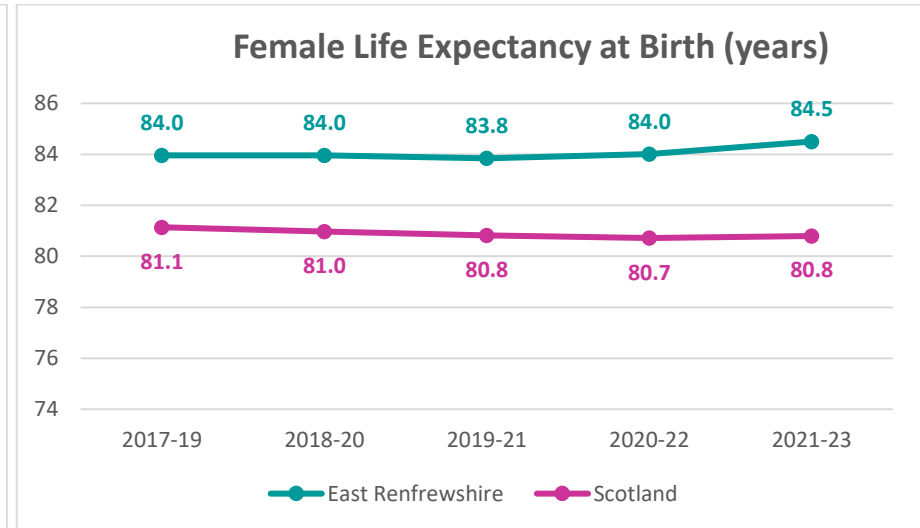
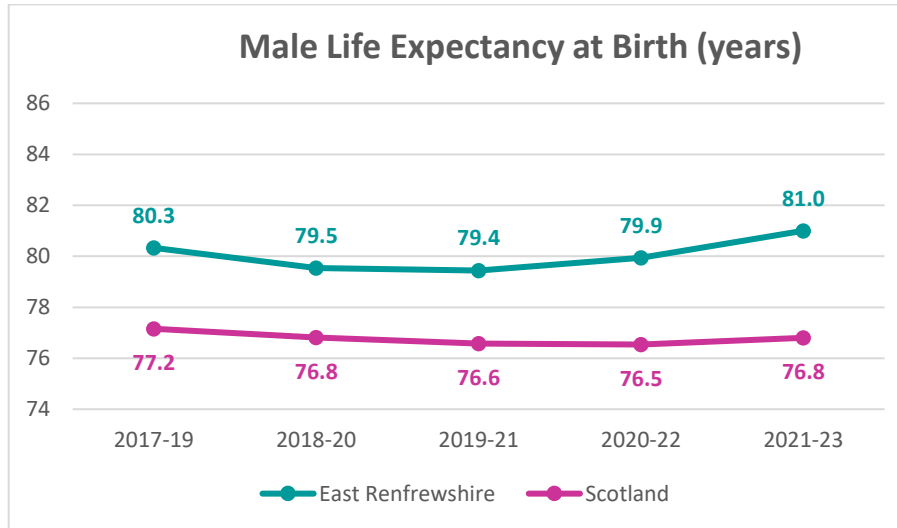
Early Years and Vulnerable Young People								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
Male life expectancy at birth (NRS)	This indicator provides an estimate of the age a baby boy born in East Renfrewshire today can expect to live to, based on mortality rates at the time.	↑	80.5 (2015-17)	79.9 (2020-22)	81.0 (2021-23)	↑	●	Male life expectancy in East Renfrewshire has increased slightly. East Renfrewshire remains consistently above the national average of 76.8 (2021-23).
Female life expectancy at birth (NRS)	Provides an estimate of the age a baby girl born in East Renfrewshire today can expect to live to, based on mortality rates at the time.	↑	83.7 (2015-17)	84.0 (2020-22)	84.5 (2021-23)	↑	●	Female life expectancy in East Renfrewshire has increased slightly. East Renfrewshire remains consistently above the national average of 80.8 (2021-23).
Healthy birthweight (singleton babies) *CPOP Indicator (NHS ISD)	Birth weight that is not within normal ranges (2.5 kg to 4 kg) has a strong association with poor health outcomes in infancy, childhood and across the whole life course, including	↑	80.8% (2018 - 19) ¹	81.8% (2022-23)	80.8% (2023-24)	↓	●	East Renfrewshire's rate of healthy birth weight has decreased by 1.0 percentage point since 2022/23 and is lower than the national average of 81.1% (2023/24).

¹ ERC Baseline figure has been adjusted to reflect the use of a more accurate data source. The data used in previous reports showed a percentage of newborns with a birthweight above 2.4kg, including newborns who had a birthweight above the 4kg threshold. The new source only shows the percentage of newborns who fall within the 2.5kg to 4kg range.

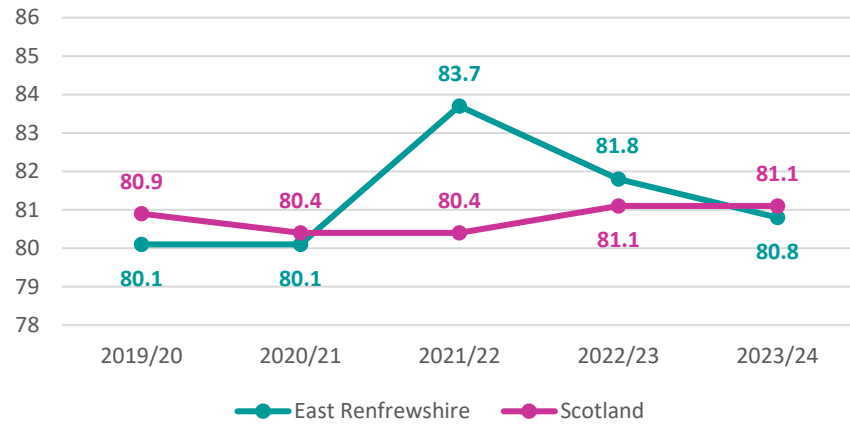
	long term conditions such as diabetes and coronary heart disease.							
Children and Young People Dependency Ratio (NRS)	This is the ratio of children and young people aged 0-15 to the working age population (age 16-64). Data is shown as the proportion of dependents per 100 working-age population.		34.3% (2019) ²	34.6% (2021)	34.3% (2022)			The ratio of children and young people aged 0-15 to the working age population has remained much the same since the previous year and remains much higher than the national average of 25.8% (2022).
Children living in poverty (End Child Poverty)	The is the percentage of children living in relative poverty (as per Scottish Government definition) before housing costs are taken into consideration		14.4% (2021-22)	14% (2022-23)	12% (2023-24)			The rate of child poverty in East Renfrewshire has fallen in the past year, and is below the Scottish average of 22% (2023-24).

² ERC Baseline figure has been adjusted to reflect the use of a more accurate data source. The previous reports used a dependency ratio data combined the 0-15 age bracket with the 65+ age bracket. The new source shows only the ratio of 0–15-year-olds to 16–64-year-olds.

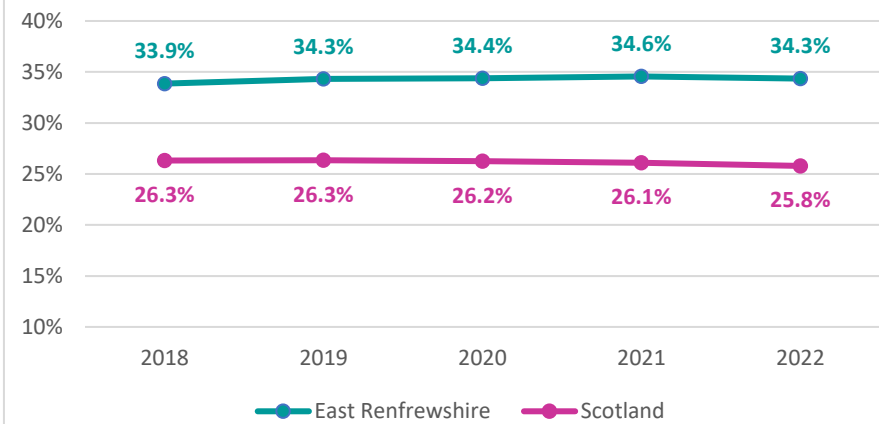
Strategic Priority 1 Charts



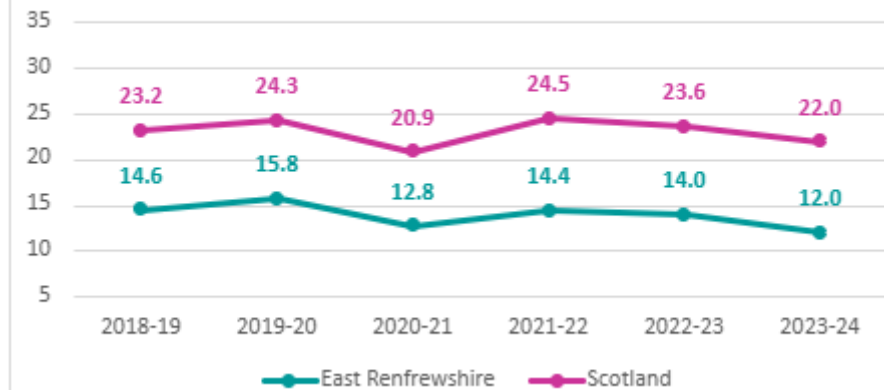
Healthy Birthweight (%)



Children and Young People Dependency Ratio



Children Living In Poverty (%)

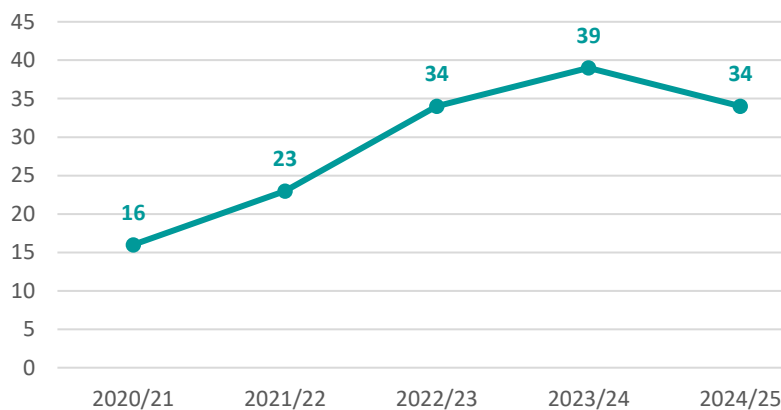


Fairer East Ren Progress

Fairer East Ren indicators have a specific focus on reducing inequality.

The following five indicators provide an update on how we are progressing towards achieving the Fairer East Ren intermediate outcome: **Child poverty in East Renfrewshire is reduced**. Whilst East Renfrewshire has the lowest child poverty rate in Scotland at 12%, this still equates to 2,842 children. There are also areas across the authority, including parts of Barrhead and Neilston, where poverty rates are much higher.

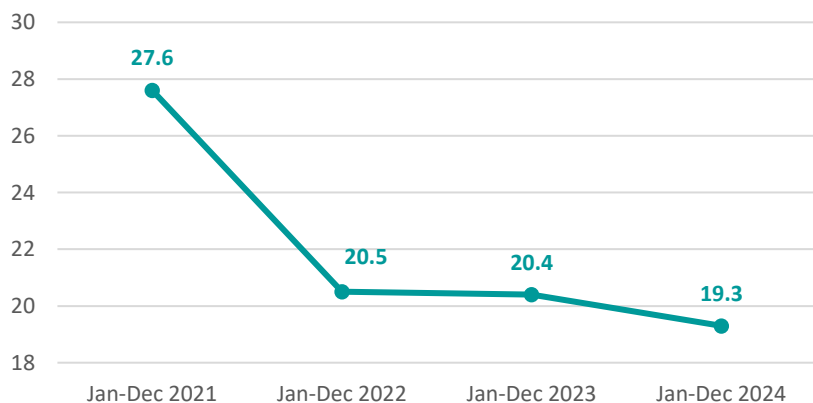
Real Living Wage employers in East Renfrewshire



Source: Living Wage Scotland

East Renfrewshire Council, Business Gateway East Renfrewshire and Living Wage Scotland worked in partnership to promote Living Wage accreditation to employers based in East Renfrewshire. The Economic Development team will continue to promote this in 2025/26.

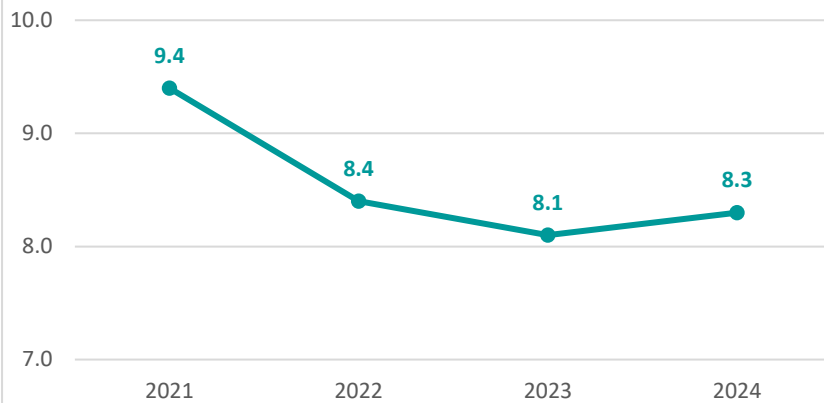
Working age economic inactivity (%)



Source: Nomis

The Scottish average for 2024 is 23%. Work EastRen and employability partners will continue to promote and engage with local residents who are seeking employment.

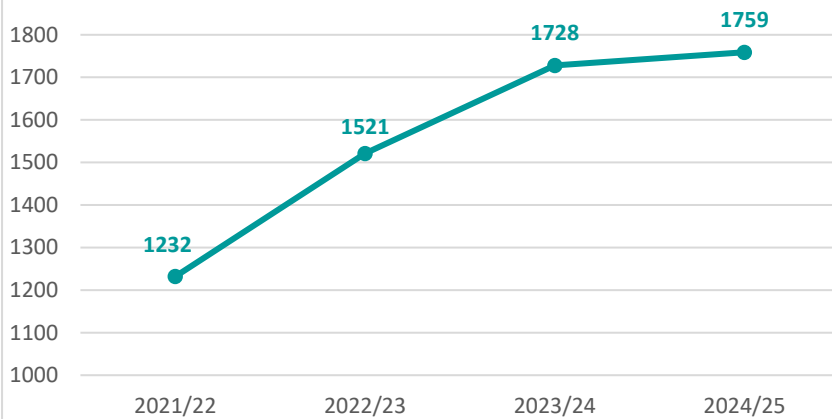
Free School Meal uptake at Primary School



This is the percentage of pupils in P1-P7 who are in receipt of Free School Meal based on low income eligibility criteria.

Source: Scottish Government school roll and local data

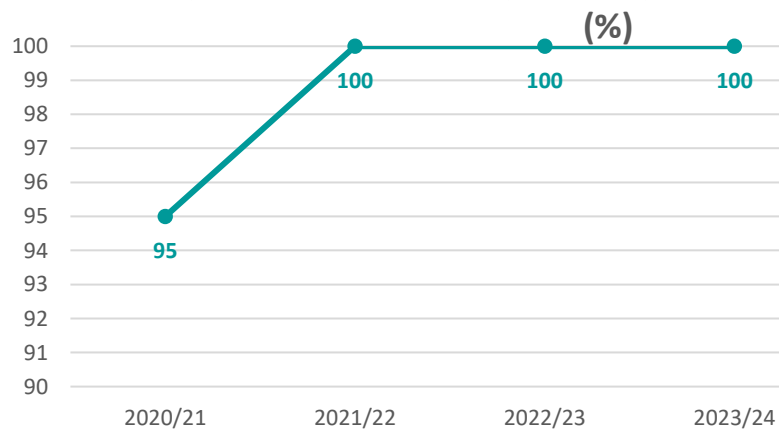
No. of families accessing MART financial wellbeing advice



We have seen a further increase in the number of families accessing financial and wellbeing advice again this year.

Source: Local data

Uptake of funded early learning and childcare entitlement



All eligible 3-4 year olds continue to be registered for their funded early learning and childcare place providing parents with affordable childcare options to enhance their employment opportunities. 2024-25 data will be available in June.

Source: Scottish Government Schools

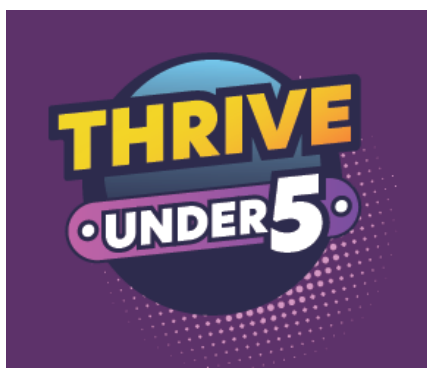
The Local Child Poverty Action Report (LCPAR) provides full details of all the action taken to meet our Fairer East Ren outcome on **reducing child poverty**.

Here are some examples of community planning partners working to ensure **child poverty in East Renfrewshire is reduced**:

- Supporting families with young children

In October 2024, VAER and the HSCP launched *Thrive Under 5*, a new programme designed to help families with young children build healthier lifestyles. More than just healthy eating, *Thrive Under 5* was about connection, confidence and community. One of the cornerstones of the initiative was a series of *Totnosh* cooking sessions delivered in four blocks of six weeks across Newton Mearns, Busby, Eaglesham and Thornliebank. These sessions brought together 80 families, offering hands-on cooking experiences that were both fun and educational. In addition, 64 families took part in cooking classes at Crookfur Family Centre and Madras Primary School, learning practical skills they could take home and use every day and for parents of babies, *Starting Solids* sessions in Busby and Barrhead provided guidance and reassurance, with 41 parents and carers attending with 31 babies.

Thrive Under 5 also planted the seeds for future growth—literally—with the launch of the Family Growing Network, helping families connect with food from garden to plate. The first cooking session welcomed eight families and more are planned for later in the year. As Community connection was a key theme throughout the year, a *Thrive Under 5* community event brought together 21 adults and 24 children, offering a welcoming space for families to learn about local services. The event featured a wide range of partners, including Families First, Childsmile, MART, Community Chef, Work EastRen, Active Schools SLT, CAB as well as smoking cessation services. Recognising the importance of wellbeing beyond the kitchen, *Thrive Under 5* also offered two blocks of *YogaBellies* attended by 16 families supporting both physical and emotional health, creating moments of calm and connection for parents and children alike.



- New opportunities for low-income mum

Emma*, who is a lone parent, had been working 10 hours a week as a carer and ran some community groups on a voluntary basis. She was looking to increase her household income for her family.

She was initially referred to the Money Advice and Rights Team (MART) where she received financial advice. During the summer of 2024 she was supported to access the back-to-school clothing bank for her children. Emma was also looking for another job and was referred to the Work EastRen Team. After applying for a few jobs, she was invited to an interview with a national charity. She was provided with dedicated support from Work EastRen to help her prepare for the interview, with examples she could use for competency-based questions. Emma was then referred to *Dress for Success* where she was given a style appointment. She was successful at her interview and was offered the job. Emma is enjoying her job and is working full-time, which has increased her income to support her family.

Strategic Priority 2: Learning, Life and Work









The outcome we want is...

East Renfrewshire residents are healthy and active and have the skills for learning, life and work

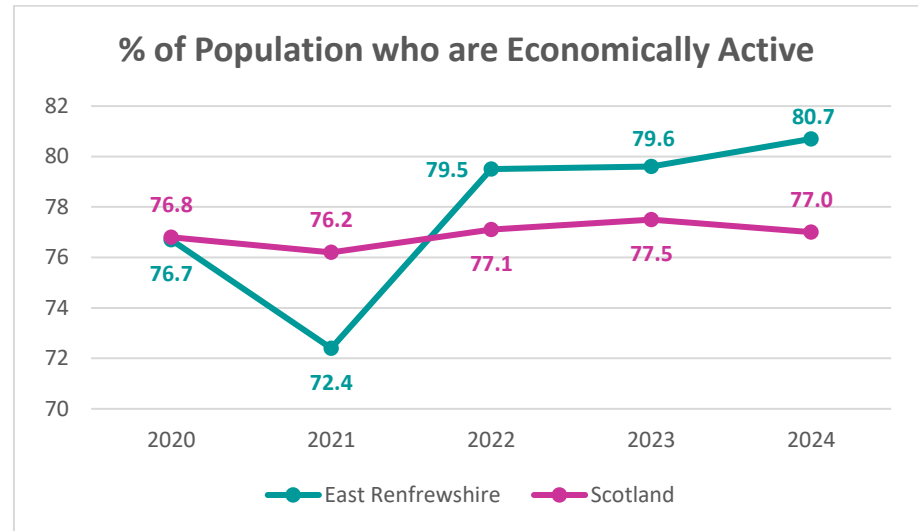
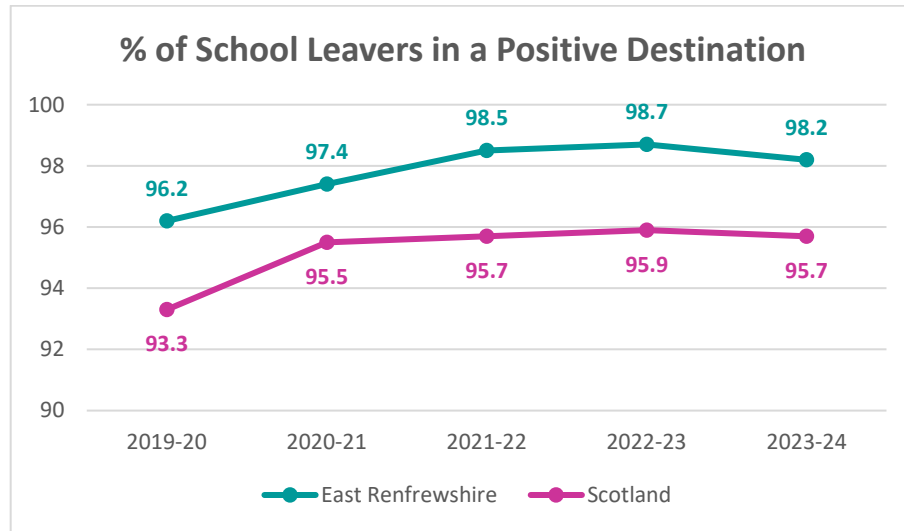
Our steps along the way to achieving this are...

- Residents have the right skills, learning opportunities and confidence to secure and sustain work (Fairer East Ren outcome)
- Children and young people are included
- Children and young people raise their educational attainment and develop the skills they need
- Residents are as healthy and active as possible

Community Plan Indicators

Learning, Life and Work								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
% of School Leavers in a Positive Destination *CPOP Indicator (Scottish Government)	To help raise attainment and support school improvement, information is gathered annually on the attainment and destinations of school leavers across Scotland. East Renfrewshire generally has high levels of positive School Leaver Destinations. This will now be tracked rather than setting targets against this.		96.6% (2016-17)	98.7% (2022-23)	98.2% (2023-24)			The percentage of school leavers in a positive destination has dropped slightly but remains well above the national average of 95.7% (2023-24).
% of East Renfrewshire's population who are economically active (NOMIS, Annual Population Survey)	Proportion of 16-64 year olds in employment or actively seeking employment. East Renfrewshire requires an active working age population to provide the goods and services demanded by our residents.		75.9% (2018)	79.6% (2023)	80.7% (2024)			The percentage of economically active residents has increased by 1.1 percentage points since 2023, that is more than 3.5 percentage points higher than the Scottish average of 77.0% (2024).

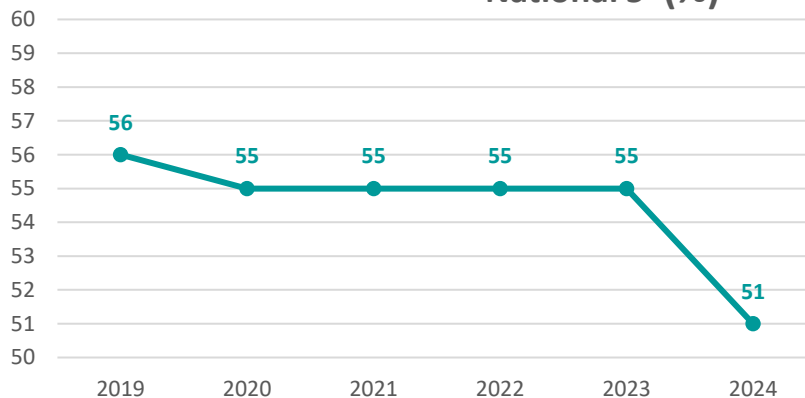
Strategic Priority 2 charts



Fairer East Ren progress

The following five indicators look at how we are progressing towards achieving the Fairer East Ren intermediate outcome: **Residents have the right skills, learning opportunities and confidence to secure and sustain work.** Work East Ren and the East Renfrewshire Local Employability Partnership continue to take an all-inclusive approach to providing a wide range of employability support to a wide range of residents – young people in education, employment and training; young people with additional support needs; care-experienced young people, people in recovery or with mental health issues; people with long-term health conditions or with a disability; people who have re-settled in East Renfrewshire as well as people who are long-term unemployed.

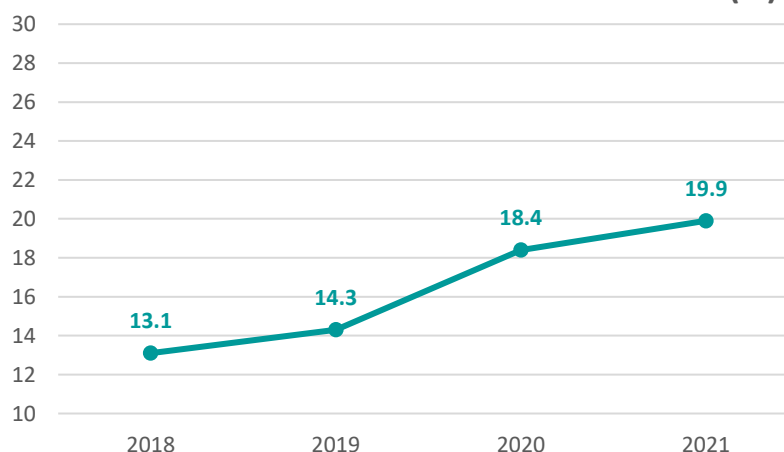
S4 pupils with school meal entitlement that achieved 5+ National 5 (%)



Source: ERC Education department

There was a decrease to 51% in 2024. This cohort was particularly impacted by the pandemic (being in P7 in March 2020) and experienced significant disruptions in their learning. Schools are placing a particular focus on these learners as part of the wider focus to tackle the attainment gap.

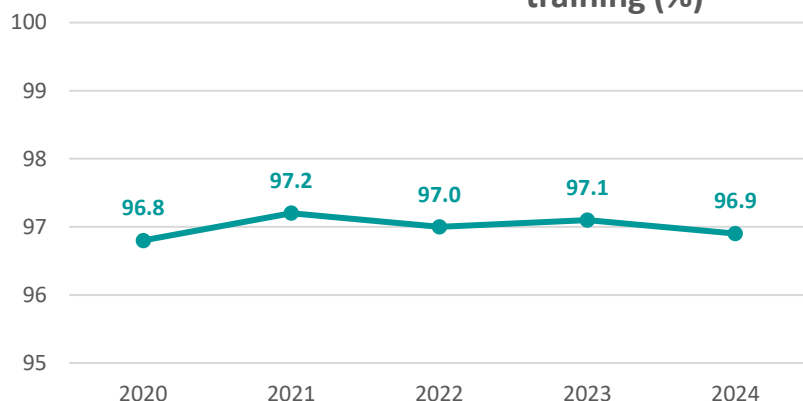
Workless Households (%)



Source: Nomis

There was an increase of 1.5 percentage points between 2020 and 2021, however the sample sizes are too small for reliable estimates to be made for 2022 and 2023.

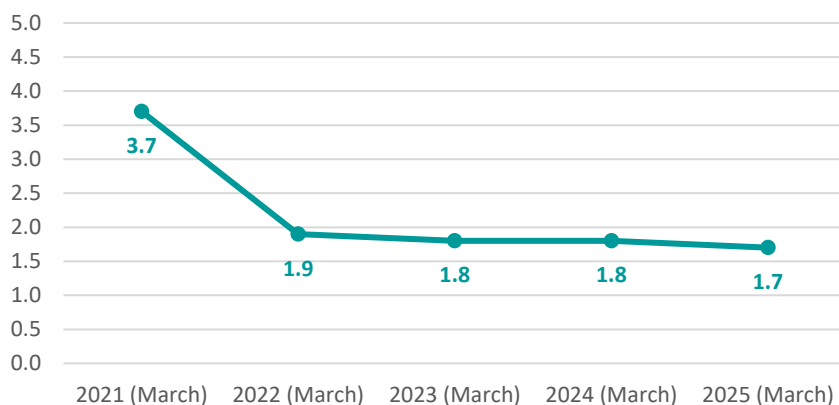
16-19 year olds participating in education, employment, or training (%)



The participation rate has remained largely the same as the previous year. It is above the Scottish average of 92.7%.

Source: SDS Annual Participation Measure Report

16-64 year olds claiming out of work benefits (%)



The percentage of 16-64 year olds claiming out of work benefits has remained largely the same as in previous years and is below the Scottish average of 3.1%.

Source: Nomis

Below is some of the work being undertaken so that our residents have the **right skills, learning opportunities and confidence to secure and sustain work:**

- ***Enable Next Steps*** providing tailored employability support

John*, who has autism and epilepsy, wanted a “hands-on” job in an area such as construction, landscaping or labouring. He wanted to work in a practical environment where he could gain experience, increase his independence and take steps toward sustainable employment. Early engagement with Enable allowed him to explore different employment options, receive support with employability skills and access funding opportunities.

In addition to low confidence and limited social skills, John faced other challenges including a lack of formal qualifications and work experience which restricted his ability to apply for certain apprenticeships. He also had practical barriers such as needing a CSCS card (Construction Skills Certification Scheme) and access to reliable transport. Through tailored and consistent support, these challenges were addressed and John worked closely with his advisor to create a CV, explore training and job opportunities as well as apply for funding through the Independent Living Fund (ILF), enabling him to purchase a laptop, toolbox, bicycle, book driving lessons and complete his CSCS card training. He was also supported with job applications and job fairs.

A suitable local volunteering opportunity was identified with a local charity and John's advisor supported him at a one hour trial. Since then, John has been volunteering in the collection van, working 9 am to 5 pm, Monday to Friday. He enjoyed the role, which helped boost his confidence and social skills, gave him structure and a daily routine. It also allowed him to build experience that aligned with his employment goals. He has since expressed a strong interest in finding a paid job similar to his volunteering role. With support, John has recently submitted job applications for driver's assistant positions and continues to actively job search with encouragement from his advisor and father. Although John has not yet secured paid employment, his progress has been substantial. He has gained his CSCS card, increased his confidence, improved his social skills, committed to daily volunteering and demonstrated motivation and a clear direction.

"My son has been working with Enable Works over the last few months. [He] is on the autism spectrum and finds it difficult to communicate with people. His key worker has supported him throughout and found a great volunteering opportunity where he goes out in the collection van assisting with deliveries and collecting large items for the shop. [His] confidence is improving by the day and he loves getting out and about rather than sitting in the house. Working with Enable Works has been extremely positive for [him]"

- Youth Employability Programme (YEP) supporting young person on their journey

As he was approaching the end of his Apprenticeship in a local high school with no guarantee of further similar work, Joe was struggling with his next steps. At his initial assessment with YEP client advisor, Mandy, Joe disclosed that he suffers from anxiety. This led to a discussion around further support, should it be required. The focus at first was on preparing a CV, looking for positions and assisting with interview preparation. A trainee sealant applicator post was found with a local employer and Joe was supported to apply as his skillset matched the job description.

"The help I got from Mandy was so good, I did not know how to begin putting together a CV and the interview help made me much more confident"

Joe received a quick response inviting him for interview and with the support of his advisor, completed interview preparation. Following a supported work trial, Joe was offered the position.

"I am settling in very well at my new job and have had no issues whatsoever"

Joe's Manager

"The service we received was excellent from start to finish. The support in advertising the vacancy and finding the right candidate was seamless and professional. Joe has been a fantastic addition to the team – he's settled in quickly, brings great energy to his role, and is already making a real contribution. We're really pleased with how everything has worked out."

Strategic Priority 3: Economy and Environment



The outcome we want is...

East Renfrewshire is a thriving attractive and sustainable place for business and residents




Our steps along the way to achieving this are...

- East Renfrewshire's transport links are accessible, attractive and seamless (Fairer East Ren outcome)
- East Renfrewshire is a thriving place to invest and for businesses to grow
- East Renfrewshire is an attractive place to live with a good physical environment
- East Renfrewshire is a great place to visit
- East Renfrewshire is environmentally sustainable

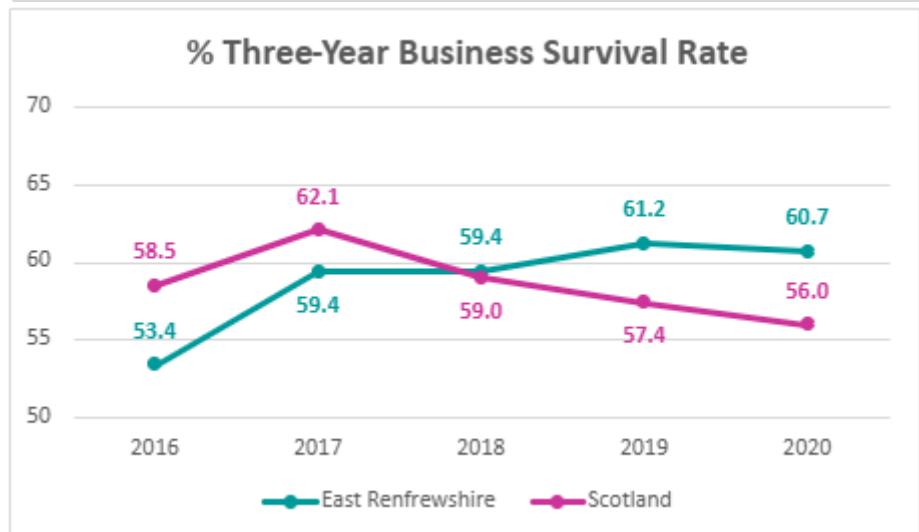
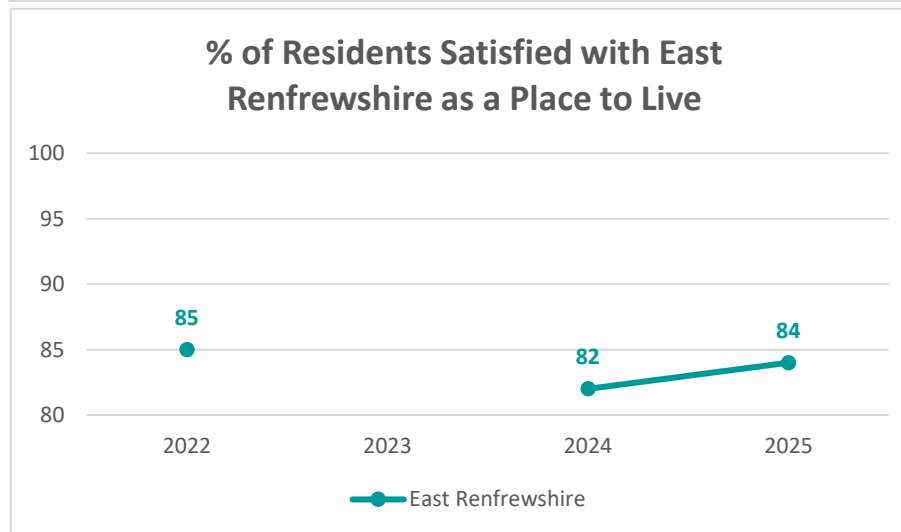
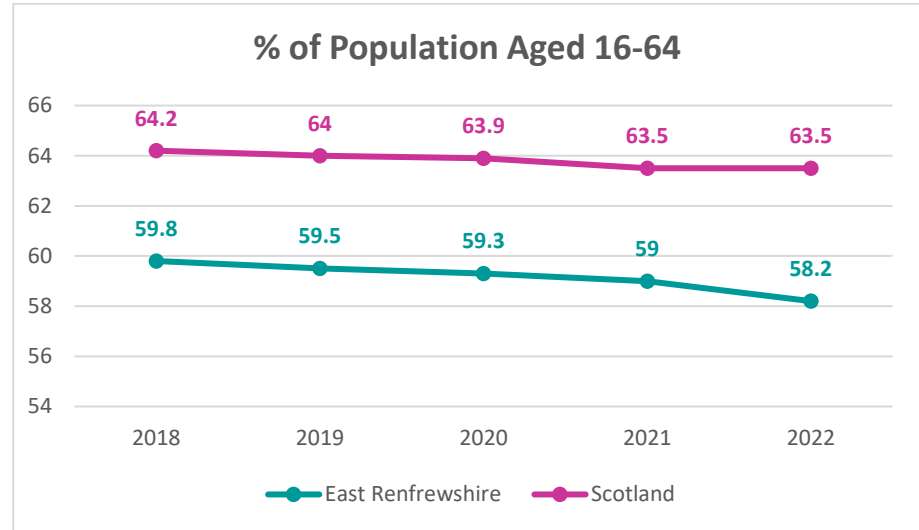
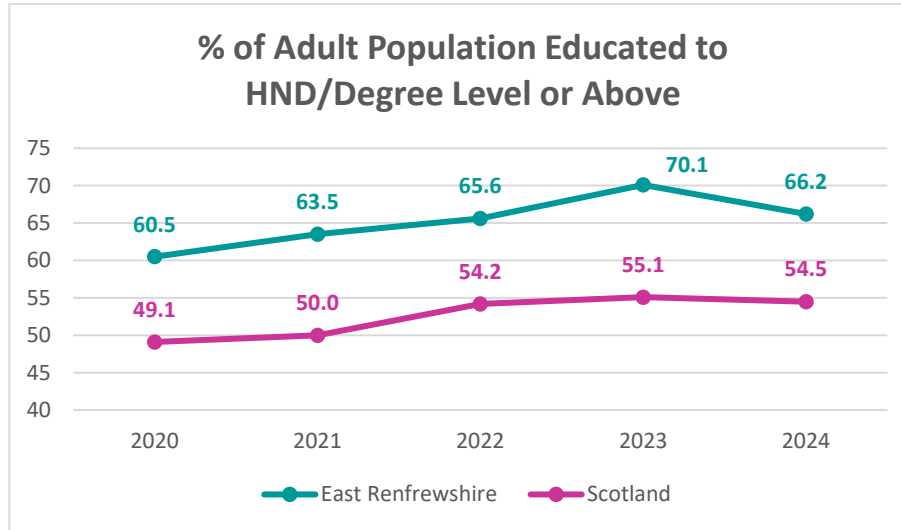
Community Plan Indicators

Economy and Environment								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
% of adult population with qualifications at RQF level 4 (HND/Degree) and above (NOMIS, Annual Population Survey)	Gives an indication of how skilled our working age population is.	↑	54.6% (2018)	70.1% (2023))	66.2% (2024)	↓	●	Although East Renfrewshire has seen a decrease in the last year, the latest rate of 66.2% is higher than the Scottish average of 54.5% (2024).
% of population aged 16-64 (NOMIS, Annual Population Survey)	East Renfrewshire relies on its working age population to contribute to the production of the local economy as well as providing vital services for our children, young people and older people.	↑	59.8% (2018)	59% (2021)	58.2% (2022)	↓	●	The working age population has shown a gradual decline over the last few years and the latest figure of 58.2% is lower than the Scottish average of 63.5% (2022).
% of residents who are satisfied or very satisfied with East Renfrewshire as a place to live (Citizens Panel)	Gives a general sense as to how residents feel about living in the East Renfrewshire area.	↑	94% (2019)	82% (2024)	84% (2025)	↑	N/A	Satisfaction with East Renfrewshire as a place to live is 84%, an increase of 2 percentage points since 2024. As the Citizens' Panel survey is bespoke to East Renfrewshire, there are no national comparisons available.

Economy and Environment								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
Business Survival Rates (Scottish Government)	A ratio of the number of businesses still trading after 3 years against the number of new businesses set up at the same time	↑	60.3% (2014)	61.2% (2019)	60.7% (2020)	↓	●	The 3-Year business survival rate for 2020 is 60.7%. That is, 60.7% of businesses that were created in 2020 were still active in 2023. This puts East Renfrewshire above the Scottish average of 56% (2020).
Median Earnings for residents living in the East Renfrewshire area who are employed *CPOP Indicator (Office for National Statistics – Annual Survey of Hours and Earnings)	Provides a measure of median earnings for full-time workers who are resident in the area.	↑	£685.40 (2017)	£858.70 (2023)	£862.00 (2024)	↑	●	The current median earnings has increased and remains significantly higher than the Scottish average of £740.00 (2024).

Economy and Environment								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
Carbon Dioxide (CO2) Emissions per Resident *CPOP Indicator (Department for Business, Energy & Industrial Strategy)	In recent years, increasing emphasis has been placed on the role of regional bodies and local government in contributing to energy efficiency improvements, and reductions in carbon dioxide emissions.		4.6 tCO2e (2015-16)	3.8 tCO2e (2021-22)	3.6 tCO2e (2022-23)			The number of CO2 emissions per resident has decreased slightly in the last year and compares favourably with the Scottish average of 4.8 tCO2e.

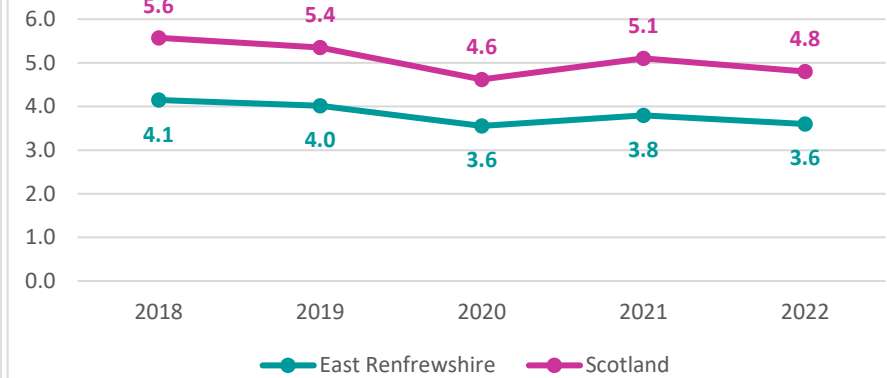
Strategic Priority 3 Charts



Median earnings for residents living in the East Renfrewshire area who are employed (£)



Carbon Dioxide (CO₂) Emissions per Resident (tonnes)



Fairer East Ren progress

Fairer East Ren intermediate outcome: **East Renfrewshire transport links are accessible, attractive and seamless.**

Following consultation with a range of stakeholders including third sector partners, community transport stakeholders and East Renfrewshire Citizens' Panel members, a draft Local Transport Strategy (LTS) has been developed. There are five key objectives:

- Enabling more walking, cycling and wheeling
- Support liveable, resilient and thriving communities
- Improve public transport connectivity and accessibility
- Transition to a net zero transport system
- Provision of safe, sustainable, efficient and equitable movement of people and goods

Emerging outcomes from the new LTS will include:

- Increased proportion of journeys undertaken by foot, bike and public transport for everyday or work purposes
- Reduced road transport emissions
- Increased footfall across town and neighbourhood centres, while reducing the number of trips undertaken by private car
- Ongoing year-on-year decrease in casualties on the local road network

Further details regarding our local transport priorities and outcomes will be published during 2025.

The East Renfrewshire Accelerator (ERA) programme, was launched in February 2024 and aimed to help 9 local businesses achieve a turnover of £250,000 and create at least one new job opportunity per business within three years. The Programme provided a wide range of support including technological adoption, sustainability and strengthening the local entrepreneurial landscape.

The participating businesses were provided with tailored support and expert advice, as well as access to co-working space within the Greenlaw Works in Newton Mearns.

During their time as part of ERA, the cohort's combined turnover has risen from just under £900,000 to a projected £3.8 million in 2025 and by 2027 a projected turnover of £14.6m. They have also increased staffing from 23 to an expected 54 employees by next year and by 2027, over 300 new jobs are projected.

Strategic Priority 4: Safe, Supportive Communities



The outcome we want is...

East Renfrewshire residents are safe and live in supportive communities

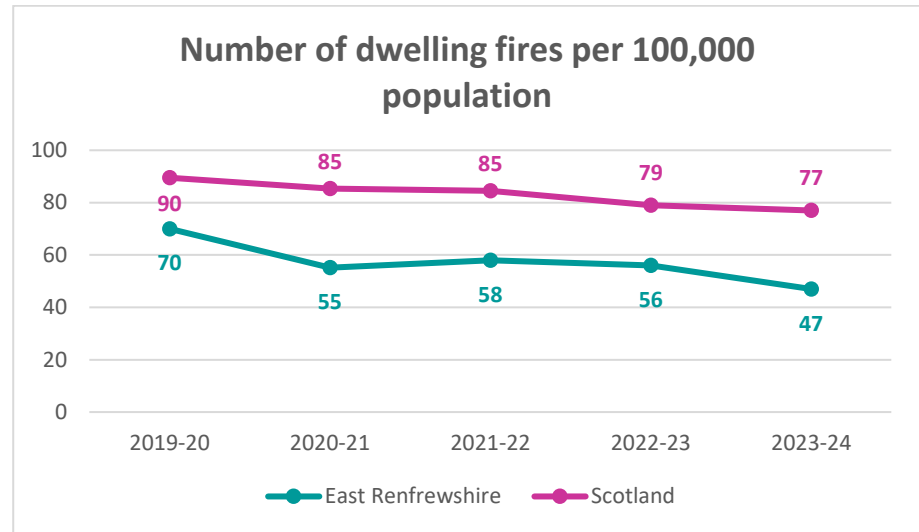
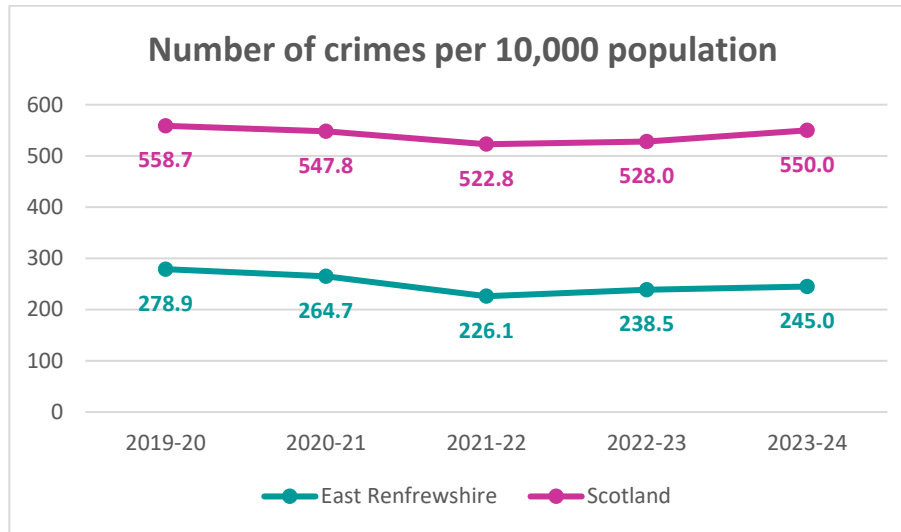
Our steps along the way to achieving this are...

- Residents' mental health and wellbeing is improved (Fairer East Ren outcome)
- Residents live in safe communities with low levels of crime and anti-social behaviour
- Residents are protected from harm and abuse and public protection is safeguarded
- Residents live in communities that are strong, self-sufficient and resilient
- Residents are protected from drug and alcohol related harm

Community Plan Indicators

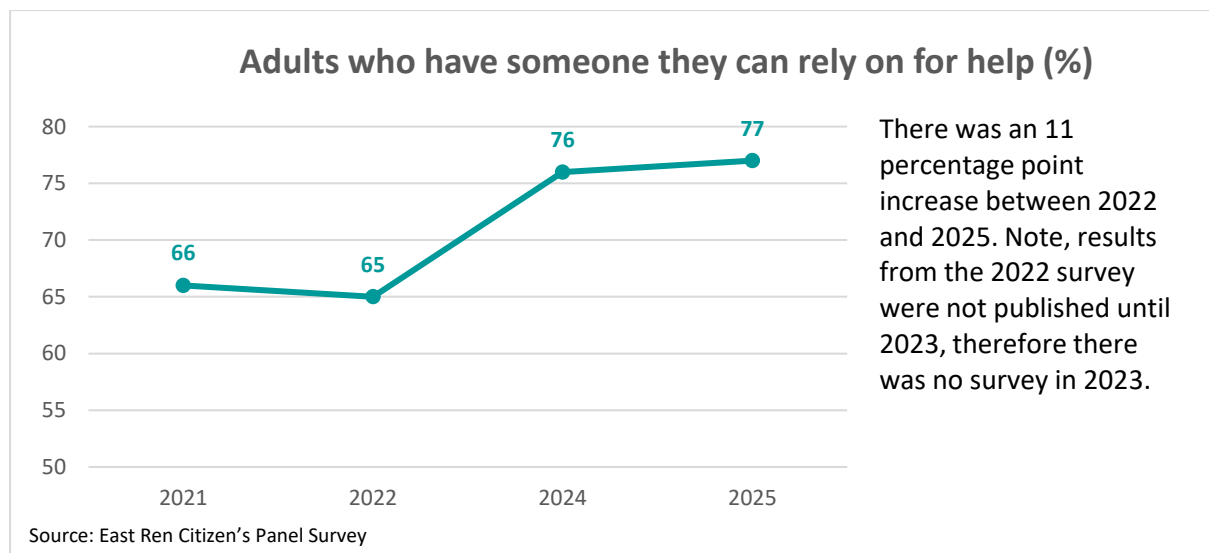
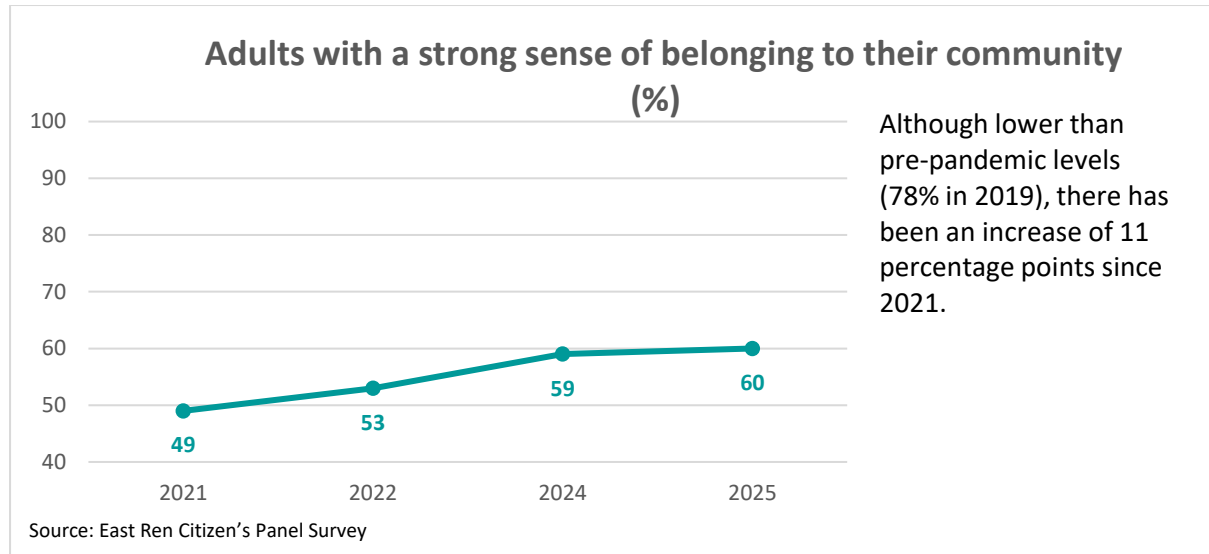
Safe, Supportive Communities								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
Number of crimes per 10,000 population *CPOP Indicator (Scottish Government (Police Scotland))	Measure of crimes taking place in the area, indicating how safe the area is to live in.	↓	312.1 (2017-18)	238.5 (2022-23)	245.0 (2023-24)	↑	●	There has been an increase of 6.5 crimes per 10,000 population to 245.0. East Renfrewshire remains below the national average of 550 (2023-24).
Number of dwelling fires per 100,000 population *CPOP Indicator (Scottish Fire and Rescue (data provided to the CPOP))	Seeks to establish the number of deliberate fires and the work of Scottish Fire and Rescue within the CPP in reducing deliberate fires. Also supports the work of SFR education communities and making residents safer from the risks of accidental fires.	↓	68 (2016-17)	56 (2022-23)	47 (2023-24)	↓	●	This figure has decreased from 56 to 47 since the previous year and remains below the national average of 77 (2023-24).

Strategic Priority 4 Charts



Fairer East Ren Progress

The two indicators for the Fairer East Ren intermediate outcome - **Residents' mental health is improved** – provide a subjective view of how residents feel about their community and their relationships within it. Some of the initiatives that have taken place over the last year to support residents with their mental health include the introduction of a wheelie-based walk in Cowan Park in Barrhead for residents who use walking aids and nine community walks delivered by twenty six volunteer walk leaders who have been trained by our partner organisation, *Paths for All*. On average, 900 walkers attend every week.



Read the two stories below to see what's been happening in communities to **improve residents' mental health**:

- Volunteer walk leader, Elaine, challenging perceptions about disability

Elaine, a volunteer walk leader and wheelchair user at *Barrhead Roll and Stroll*, has raised awareness and encouraged participation at community events. Their advocacy has helped expand the reach of the programme, attracting new participants and fostering a sense of community engagement. Recently, Elaine began living independently for the first time, a transition that presented new challenges, however instead of allowing this change to become a barrier, they proactively sought support through Talking Points (local community hub offering informal support in health & wellbeing), demonstrating their resilience and ability to adapt to new circumstances. As a result, Elaine has applied for three different volunteer positions within the community, showcasing their determination to grow and contribute in new ways. As a wheelchair user, they have broken down barriers and shown that disability is not an obstacle to leadership and community engagement. With the right encouragement and opportunities, they have successfully navigated various roles, gained invaluable experience and continued to seek new avenues for growth. Elaine's dedication and enthusiasm highlight the impact that volunteering can have on both individuals and the wider community, proving that physical limitations do not prevent someone from inspiring others in community activities.

- Celebrating Aileen - a dedicated fundraiser and volunteer walk leader

Volunteer walk leader, Aileen, from Rouken Glen Community Walk, has been fundraising for *Children in Need* for over four decades. Over the years, her efforts have grown from baking and selling cakes to her neighbours to walking with her family in tutus to raise funds. For the past three years, she has organised a special *Children in Need* walk with the Rouken Glen group, featuring memorable moments like a piper in 2023 and a choir in 2024. Her tireless efforts were recognised nationally in 2022 when she was awarded the *Sir Terry Wogan Fundraiser of the Year* award and in November 2024 Aileen raised over £1,000 by organising a walk around Rouken Glen pond, collecting money and setting up a donation page. Aileen's passion and dedication continue to inspire everyone around her and her outstanding contributions were further recognised in February 2025, when she was named *East Renfrewshire Volunteer of the Year*. This prestigious award acknowledges her unwavering commitment to both her local community and charitable causes.

Strategic Priority 5: Older people and People with Long Term Conditions



The outcome we want is...

Older people and people with Long Term Conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

Our steps along the way to achieving this are...

Residents are safe and more socially connected within their communities (Fairer East Ren outcome)




Older people and people with Long Term Conditions stay as healthy as possible

Older people and people with Long Term Conditions live safely and independently in the community

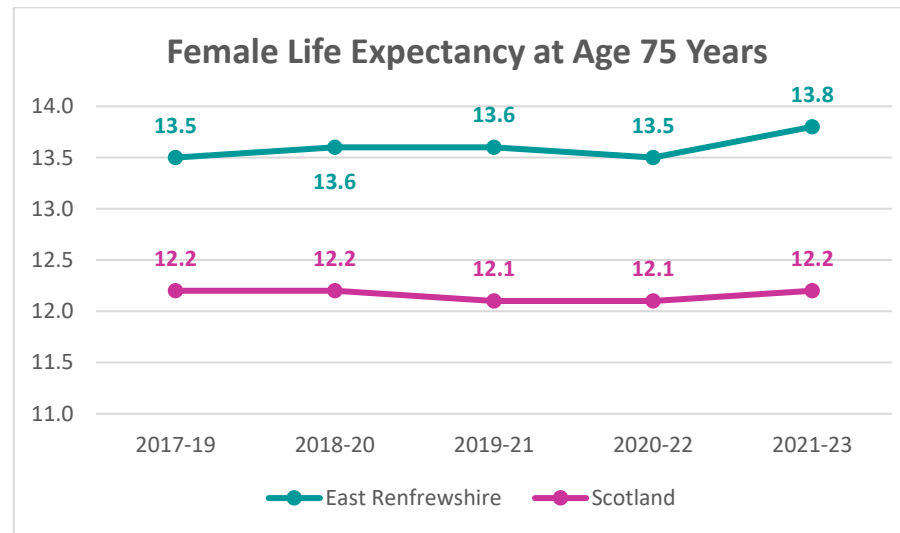
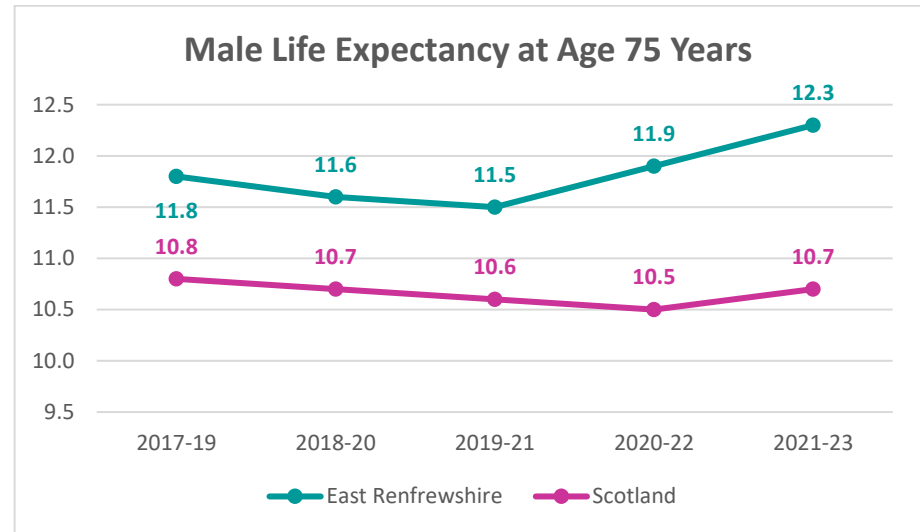
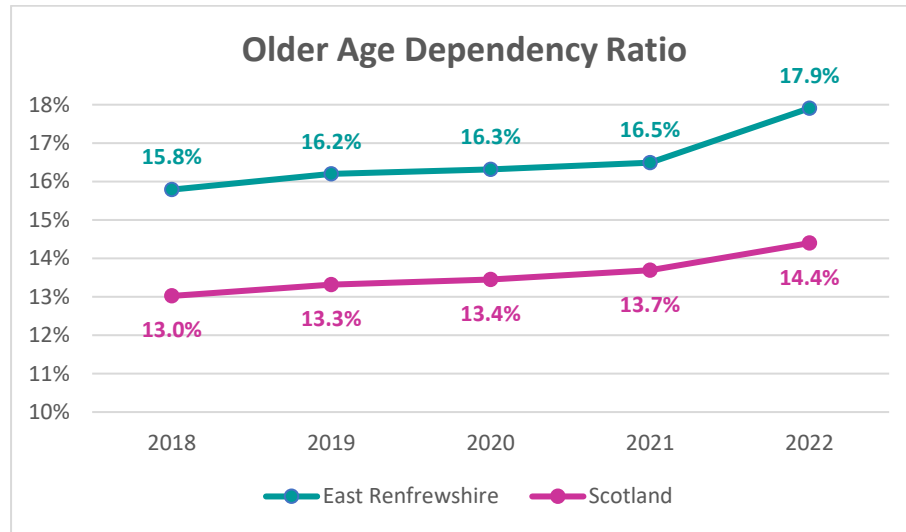
Carers are valued and can maintain their own health and wellbeing

Community Plan indicators

Older People and People with Long Term Conditions								
Indicator	Rationale for inclusion	Aim to Maximise (↑) or Minimise (↓)	ERC Baseline	Previous data	Latest data	Direction of travel since last data update	ERC Performance against Scotland	Comments
Older Age Dependency Ratio (Ratio of people aged 75+ to the working age population aged 16-64) (NRS Population Estimates)	Ratio of older people 75+ to the working age population (16-64). A rise in this ratio, coupled with the cost of care for older people, indicates that the CPP may have a greater challenge in providing care for its older population.	↓	15.8 (2018)	16.5 (2021)	17.9 (2022)	↑	●	Ratio of older people 75+ to the working age population has shown a gradual increase since 2018. This is a national trend, but East Renfrewshire remains higher than the national average (14.4%).
Male Life Expectancy at age 75 Years (NRS)	Provides an estimate of how many further years a 75-year-old male residing in East Renfrewshire today can expect to live. Based on mortality rates at the time.	↑	11.8 (2015-17)	11.9 (2020-22)	12.3 (2021-23)	↑	●	Male life expectancy at age 75 has increased slightly. East Renfrewshire has a higher life expectancy rate at the same age than the Scottish average - 10.7 (2021-23).

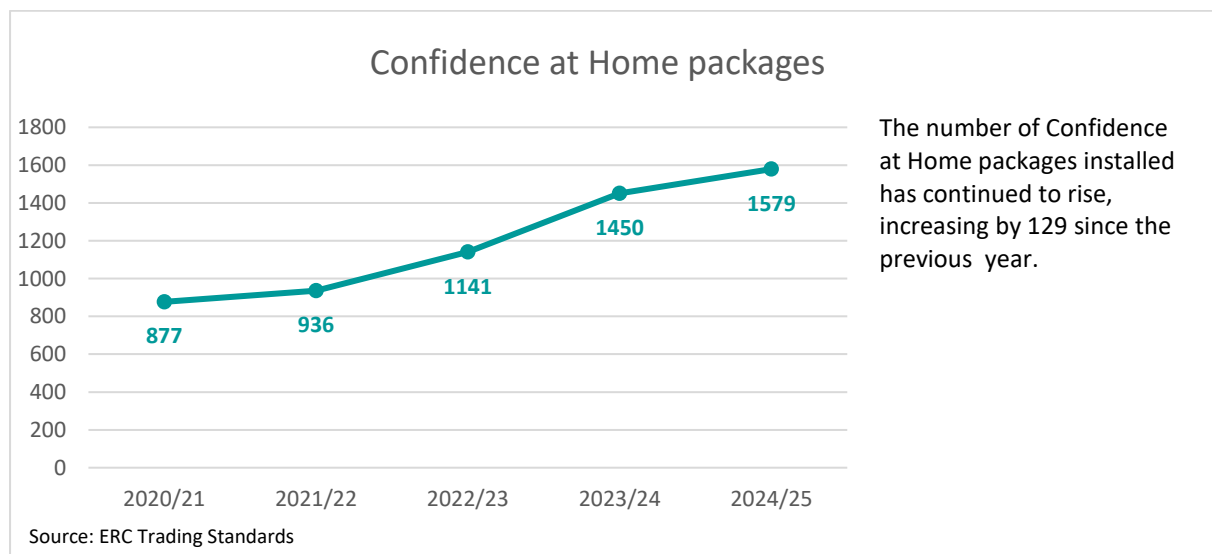
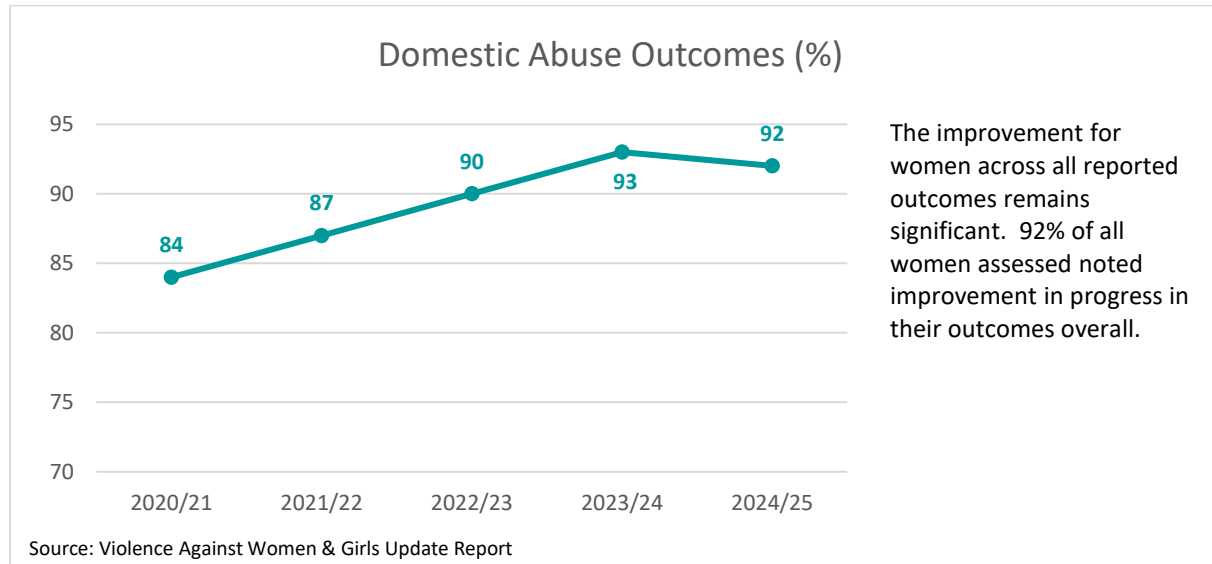
Female Life Expectancy at age 75 Years (NRS)	Provides an estimate of how many further years a 75 year old female residing in East Renfrewshire today can expect to live. Based on mortality rates at the time.		13.1 (2015-17)	13.5 (2020-22)	13.8 (2021-23)			Female life expectancy at age 75 has increased slightly. East Renfrewshire has a higher life expectancy rate at the same age than the Scottish average - 12.2 (2021-23).
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Strategic Priority 5 Charts

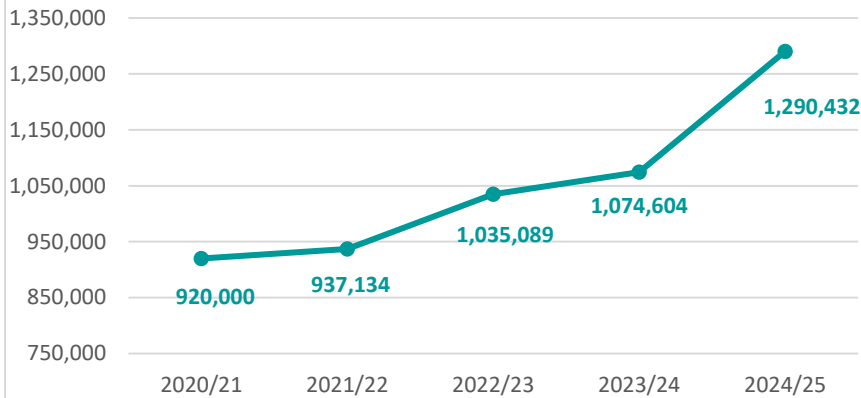


Fairer East Ren Progress

The five indicators below show how **safe and more socially connected our residents feel within their communities**. A total of **622 fire home safety visits** were carried out between April 2024 and March 2025 during which fire and non-fire related risks were identified in residents' homes. In addition, a total of **1,245 scam prevention packs were distributed** to residents providing them with valuable resources and information to help them feel safe.



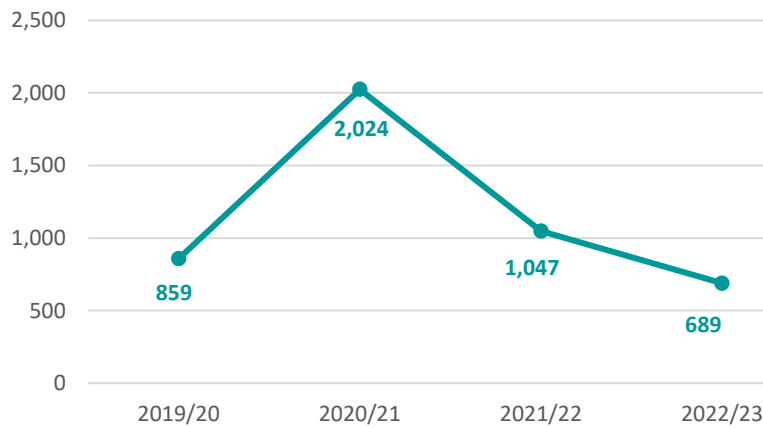
No. of nuisance calls blocked



The number of nuisance calls blocked has risen by 215, 828, a 20% increase.

Source: ERC Trading Standards

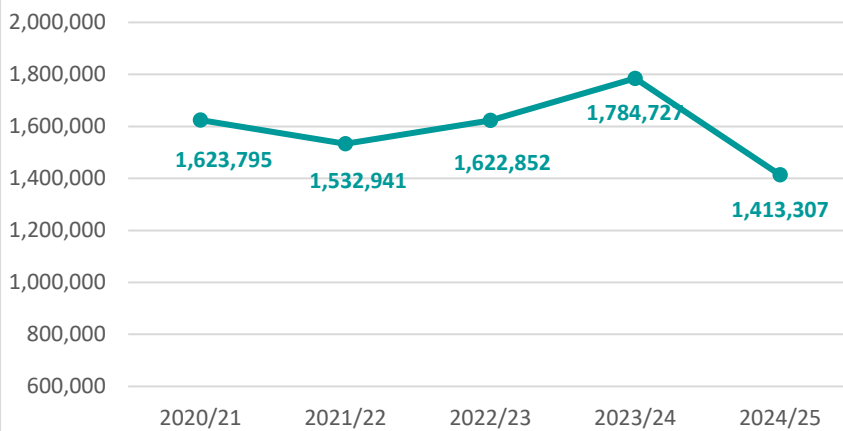
No. of public nuisance calls



The number of public nuisance calls has decreased by more than a third (34.2%) since 2021-22. Public nuisance calls data from Police Scotland for 2023/24 will not be available until June 2025.

Source: Police Scotland

Park footfall (no. of people)



Park footfall has fallen more than 10% during the last year.

Source: Travel and Tourism Business Development Portal

See how community planning partners have been working to keep our residents **safe** and **socially connected within their communities**:

- 92-year-old Fatima *enjoying life again after a fall

During assessment by the Community Rehabilitation team after a fall, Fatima's husband said he had noticed his wife was spending more time sitting rather than being up and about. Over six weeks, the team helped her to improve her strength, balance, mobility and confidence through a rehabilitation programme including exercise and nutrition advice to preserve her independence and ability to move safely and access outdoors. Fatima's husband also took part in the home exercises as he too was keen to keep himself as fit as possible. A Telecare community alarm was installed and referral was made to MART for income maximisation and advice. As neither of them had had a sight test for years, this was also arranged to reduce the risk of further falls.

- George * struggling after stroke

George who is in his nineties was no longer able to participate in the activities he once enjoyed following a stroke, which was negatively impacting his mood. Suitable support options were explored following a needs assessment and George's son was provided with one-to-one and group information on Chest Heart & Stroke Scotland, local memories groups, mobility-friendly activities and local stroke support groups as well as the befriending services offered by Mearns Kirk Helping Hands.

Locality Planning in Auchenback, Barrhead, Neilston and Thornliebank



Our Community Planning Partnership (CPP) continues to work to reduce the inequalities experienced by residents in those areas where outcomes in health, employment, education and experience of crime can be disproportionately poorer when compared with other areas of East Renfrewshire. These areas are Dunterlie, Arthurlie & Dovecothall (ADD2); Auchenback; Neilston and Thornliebank (Locality Planning Areas).

Throughout 2024-25 there have been a number of community engagement opportunities including public meetings, surveys and information sessions for residents to identify key priorities in their community. Progress in the development of refreshed locality plans varies across all four areas.

Thornliebank

Locality planning is led by *Thornliebank Together* who have undertaken a robust programme of community engagement to understand resident priorities for the area. To support local people to get involved, *Thornliebank Together* carried out online and paper surveys and held face-to-face drop-in events. Findings are currently being collated to identify local priorities and the results will be shared with the local community and partners when available.

Neilston

Following several local meetings and drop-in events, residents have worked alongside partners to respond to some of the priorities identified in the consultation process. This included the creation of

a local community directory providing information on the activities and groups which exist in the village. The Community Learning and Development (CLD) team will continue to engage with community members to identify next steps.

Arthurlie, Dunterlie and Dovecothall (ADD2)

The CLD team has held a number of public meetings and drop-in events to engage with residents across the ADD2 area. Unfortunately, these events have not been well attended. Work is currently underway to engage with a variety of community stakeholders to understand their aspirations for their community and how they wish to engage in this process. This will ensure they are central to the development of future plans.

Auchenback

Discussions are underway between Scottish Community Development Centre (SCDC) and the CLD team to identify opportunities to work in partnership in the creation of a community-led place plan for Auchenback, thus shaping a broader locality plan for the area.

In June 2024, SCDC began a programme of support to help strengthen and improve local community engagement and participation. This was carried out via training workshops which explored the principles, standards, processes and methods that underpin good practice in community engagement.

Eight sessions took place between June 2024 and January 2025 and delivered to 88 participants across the Council. These covered:

- The key values and principles which underpin a good community engagement process and planning and evaluating engagement practice
- The policy landscape associated with engagement and available supporting resources including the National Standards for Community Engagement
- Community engagement methods, from social media to story dialogue
- The core principles of co-production, its position within engagement practices and its successful implementation.

The learning from these sessions will continue to inform how we engage and work with our localities across our community planning structures to support the development and delivery of locality plans that reflect the needs of each individual area.



Report produced by Strategic Services Team, East Renfrewshire Council

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End-Year complaints 2024/2025

All Scottish councils are required to record and report on a suite of complaints performance indicators to meet Scottish Public Services Ombudsman (SPSO) requirements. During 2024/25 we received 999 complaints; this was a 5% decrease on the previous year where 1,061 complaints were received. Most complaints are received by the Environment Department, 58.3% of the councils' complaints. The data shows that, both the 5-day target and the 20-day target to respond to frontline (stage 1) and investigation (stage) complaints, was achieved. There was an average time of 4.7 days taken to respond to frontline complaints and an average of 19.2 days taken to respond to investigation complaints. The most common issue for a complaint continues to be the "standard or quality of service", making up 34% of the complaints received. Note data reported was the position as at 14 April 2025.

Data tables^{1, 2}

Description	2023/24	2024/25
Complaints Received	1061	999
Number complaints closed at stage one as % of all complaints	90.8%	85.8%
Number complaints closed at stage two as % of all complaints	5.1%	8.0%
Number complaints closed at stage two after escalation as % of all complaints	4.1%	6.2%

Not Upheld	2023/24	2024/25
Number complaints not upheld at stage one as % of complaints closed at stage one	44.7%	36.2%
Number complaints not upheld at stage two as % of complaints closed at stage two	56.6%	57.0%
Number escalated complaints not upheld at stage two as % of escalated complaints closed at stage two	53.5%	59.0%

Partially upheld	2023/24	2024/25
Number of complaints partially upheld at stage one as % of complaints closed at stage one	12.4%	11.1%
Number complaints partially upheld at stage two as % of complaints closed at stage two	26.4%	20.3%
Number escalated complaints partially upheld at stage two as % of escalated complaints closed at stage two	23.3%	27.9%





Upheld	2023/24	2024/25
Number of complaints upheld at stage one as % of all complaints closed at stage one	21.4%	19.4%
Number complaints upheld at stage two as % of complaints closed at stage two	1.9%	12.7%
Number escalated complaints upheld at stage two as % of escalated complaints closed at stage two	18.6%	11.5%

Resolved	2023/24	2024/25
Number of complaints resolved at stage one as % of all complaints closed at stage one	20.6%	33.0%
Number complaints resolved at stage two as % of complaints closed at stage two	9.4%	10.1%
Number escalated complaints resolved at stage two as % of escalated complaints closed at stage two	2.3%	1.6%

Outcome Not Recorded	2023/24	2024/25
Number of complaints where the outcome was not recorded at stage one as % of all complaints closed at stage one	0.8%	0.4%
Number complaints where the outcome was not recorded at stage two as % of complaints closed at stage two	5.7%	0%
Number escalated complaints where the outcome was not recorded at stage two as % of escalated complaints closed at stage two	2.3%	0%

1 - Data notes: Definitions: Stage 1 - complaints closed at stage 1 Frontline Resolution; Stage 2 (direct) - complaints that bypassed stage 1 and went directly to stage 2 Investigation (e.g. complex complaints); Escalated - complaints which were dealt with at stage 1 and subsequently escalated to stage 2 (e.g. because the customer remained dissatisfied); Investigation - stage 2 and escalated complaints combined

2 - All previous year's data has been updated at the time of writing this report (14/04/25), meaning some of the figures shown for previous years may not match with other reports due to records being updated.

Description	2023/24	2024/25	SPSO Target	Status
Average time in working days to respond to complaints at stage one (frontline resolution)	5.66	4.72	5	
Average time in working days to respond to complaints at stage two (investigation)	20.15	22.33	20	
Average time in working days to respond to complaints after escalation (investigation)	22.51	15.03	20	
Average time in working days to respond to complaints at investigation (stage 2 and esc combined)	21.81	19.15	20	

Description	2023/24	2024/25
Number complaints closed at stage one within 5 working days as % of stage one complaints	64.6%	82.6%
Number complaints closed at stage two within 20 working days as % of stage two complaints	47.9%	59.5%
Number escalated complaints closed within 20 working days as % of escalated stage two complaints	36.2%	82.0%
Number investigation complaints closed within 20 working days as % of investigation complaints (stage 2 and esc combined)	42.1%	69.3%

Description	2023/24	2024/25
% of complaints at stage one where extension was authorised	2.3% (22)	4.4% (37)
% of complaints at stage two where an extension was authorised	43.8% (21)	39.2% (31)
% of escalated complaints where extension was authorised	21.3% (10)	27.9% (17)

Learning from complaints

The Council is committed to learning from complaints to improve the quality of services and customers' experiences and our complaints handling. In 2024/25 the following actions were carried out to improve complaints handling and customer service.

- The Data team developed an interactive complaints' dashboard for Council, HSCP and ERCLT complaints monitoring. The dashboard is automatically updated daily, giving managers and employees a visualisation of open complaints, response times and trend analysis.
- The Customer Services team in the Business Operations and Partnerships Department are trialling a call back facility on phone lines, in response to complaints about call waiting times. This facility gives customers the option to select a call back, their call will be held in the queue and the system will call them back as soon as Customer Service Officer is available. Early customer feedback from the trial on our general enquiry line has been positive with customers commenting 'great service'.
- The Education Department has been working with the complaint handlers' group to improve the approach to recording and monitoring of complaints. This has included work to improve the recording dates, ensuring a more accurate understanding of response times and reducing those considered 'late'. The Department is working to improve the categorisation of all complaints. This will result in a greater understanding of the nature of complaints, enabling further analysis to be undertaken and subsequently lead to further improvement activity. The Department has reviewed existing processes, and this has resulted in changing internal deadlines and sign-off processes, supporting quality assurance and the completion of responses on time.
- In the Environment Department, the Neighbourhood Services team have increased on-site meetings with both Councillors and residents, for example, regarding litter complaints, general maintenance of open spaces and concerns around road safety. Improved communication through social media, mail drops and ward updates and giving advanced notice of upcoming changes such as refuse collection and street cleansing changes, aim to reduce complaints.

EAST RENFREWSHIRE COUNCIL25 June 2025Report by Chief Executive/Returning OfficerDEATH OF COUNCILLOR BETTY CUNNINGHAM OBE
(WARD 1: BARRHEAD, LIBOSIDE AND ULPAAWMOOR)**PURPOSE OF REPORT**

1. To formally advise the Council of the death of Councillor Betty Cunningham OBE (Ward 1: Barrhead, Liboside and Uplawmoor).

RECOMMENDATION

2. It is recommended that the Council notes the report.

REPORT

3. It is with deep regret that I formally advise Council of the death of Councillor Betty Cunningham OBE (Ward 1: Barrhead, Liboside and Uplawmoor) who sadly passed away on Saturday 31 May 2025.
4. Councillor Cunningham, a former Provost of East Renfrewshire, was first elected as a Councillor in 1999 and served on numerous committees, most recently as Chair of the Planning Applications Committee.
5. Councillor Cunningham's unwavering commitment to her constituents in Barrhead, Liboside and Uplawmoor did not go unnoticed. In 2011, she was honoured as an Officer of the British Empire (OBE) by the late Queen Elizabeth II. This prestigious recognition was for her services to the communities of East Renfrewshire as well as her charitable work in Malawi.
6. Councillor Cunningham's dedication was again recognised last year when she was the proud recipient of the Lifetime Legend Award at the Local Government Information Unit (LGIU) Annual Councillor Awards.
7. The passing of Councillor Cunningham creates a vacancy in Ward 1: Barrhead, Liboside and Uplawmoor. In my capacity as Returning Officer, I will make arrangements for a By-Election to be held in Ward 1 on Thursday 21 August 2025.

RECOMMENDATION

8. It is recommended that the Council notes the report.

Steven Quinn
Chief Executive/Returning Officer

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Background papers - None

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