

EAST RENFREWSHIRE COUNCILCABINET30 AUGUST 2018Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE END-YEAR REPORT 2017-2018**PURPOSE OF REPORT**

1. The purpose of this report is to inform the Cabinet of the end year performance of East Renfrewshire Culture and Leisure (ERCL) for 2017-18. The report is based on performance indicators and activities in the Outcome Delivery Plan (ODP) and ERCL business plan. Detailed performance results prepared by the Trust's Chief Executive are attached in Appendix A.

RECOMMENDATION

2. The Cabinet is asked to comment on and approve this report as a summary of the ERCL end-year performance for 2017–18.

BACKGROUND

3. Progress against the performance indicators and activities in the ODP is reviewed on a 6-monthly basis through departmental reports that are considered by the Chief Executive, Directors and Heads of Service as part of a regular set of performance review meetings. In addition, the departments and individual services review performance through team meetings and planning sessions.

4. On 2 July 2015, ERCL was established with the responsibility for the delivery of outcomes and improvements in arts, libraries, sports and community facilities.

5. Monitoring of quality and standards of service, financial, equality and complaints information for ERCL is reported to, and monitored, by the Community Planning Partnership (CPP) and Council. This includes:

- a. ERCL's annual Business Plan – which is presented to Council for approval. The Business Plan demonstrates how ERCL will support the Council in delivering Best Value.
- b. ERCL provides Council with its quarterly report, which updates on its contribution to relevant outcomes in the Community Plan, Fairer East Ren Plan and Council's ODP.
- c. ERCL's performance against ODP targets is monitored by the CPP and Council on a 6 monthly basis. ERCL's Chief Executive is a member of CPP's Performance and Accountability Review (PAR).

REPORT

6. This report (see Appendix A) sets out a high level summary of the performance of ERCL in 2017–18 for arts, sports, libraries and community facilities. The report also includes detailed performance information relating to the ODP. Progress against the 2017-18 business plan actions are included in Appendix B. Each of these have been prepared by the Trust's Chief Executive, based on their performance monitoring and were presented to and discussed at the last meeting of the ERCL Board on 5 June 2018.

7. Last year's report to Cabinet on the performance of the services delivered by ERCL commented on the ongoing improvements that had been seen, particularly in terms of attendance levels in sports and libraries. 2017-18 has seen a continuation of the overall strong performance levels.

8. Achievements in 2017-18 included:

- total leisure centre attendances were at a five-year high, exceeding last year by a further 9%;
- significant increases in attendance at gyms (10%), fitness classes (15%) and outdoor activity (7%);
- gym memberships up 14% on previous year and 30% on 2014/15 levels;
- continued expansion of the gymnastics programme with 14 new classes offered;
- a revised concessions policy and a wider pricing and product review was developed and is being implemented throughout 2018;
- revised safeguarding policies and procedures for children and vulnerable adults;
- customer satisfaction rates with Community Facilities remained very high, with ratings for cleanliness, building condition, frontline staff performance and overall service all at 97% satisfaction or above;
- total library issues up 2% with book issues to children and young people up 7%;
- total professional theatre audiences grew 25% to 16,276;
- the ERCL People Strategy was developed;
- absence rates reduced to 7.5 FTE days lost, down 23% from 9.7 in 2016-17;
- a Business Support Review designed to create efficient processes that support the delivery of excellent customer service was completed;
- a pilot implementation of Open + in Clarkston library with a view to extending opening hours (due for completion summer 2018); and,
- Sports Facilities, Sports Pitches, Arts and Heritage Strategies have all been developed and consulted on for approval by Council in 2018.

9. Areas where further improvement work is required include:

- physical library visits were down by 4.1% compared to 2016/17 (the second consecutive fall), in large part due to the partial closure of the Foundry, so it is hoped this can be recovered in subsequent years. However, performance was still 6% above previous 5 year averages;

- sustaining growth in gyms and fitness and recovering swimming lesson programmes following Foundry re-opening; and,
- completion of Demand Analysis in leisure centre operations, and implementation of consequent action plans.

10. The ambition for ERCL “*is to be the highest-performing Leisure Trust in Scotland*”. Action is being taken to improve performance further and modernise service delivery, including:

- development of a digital platform (including mobile and online booking, payment and transaction capability);
- Barrhead Foundry phase 2 reopening (Sept 2018) with upgraded swimming pool, sauna/steam and gym changing rooms;
- continued business development programme to deliver growth and improve customer care in sports centre operations (gyms, fitness, swimming); and,
- continued service development to support strategic outcomes linked to Active Ageing and Closing the Attainment Gap.

FINANCE & EFFICIENCY IMPLICATIONS

11. There are no specific financial implications arising from this report. During the year East Renfrewshire Culture and Leisure Trust forecast that it would be unable to remain within budget for 2017/18. Accordingly the Council allocated additional resources to ensure that the planned level of services could be maintained. The final financial position was improved from the forecast and allowed for a prudent level of reserves to be retained as well as a reduction in the level of additional resource received from the Council (£225k).

12. Subsequently, the Council commissioned an independent finance and business review of the Trust and a subsequent joint Trust / Council action plan is now being implemented and overseen by the Director of Education, the Trust’s Board and its Chief Executive. ERCL will continue to self-evaluate its performance and take the necessary steps in partnership with the Council, to improve those areas identified for improvement above as part of its business planning process, particularly addressing the operating deficit.

CONSULTATION

13. ERCL’s Business Plan calls for the development of “*An understanding of our customers and audiences, and an offer that attracts and inspires them.*” In support of this, they have undertaken consultation in relation to the pricing and product review; an evaluation of the gymnastics programme, including the competition outcomes; the annual library survey; and following the implementation of the Gyms and Fitness online retention package (‘TRP’), analysis of all customer comments and feedback received through the various communication channels including TRP.

PARTNERSHIP WORKING

14. This report relates to the contribution of ERCL to the delivery of the Community Planning Partnership’s SOA. In making this contribution, ERCL work with many partners across the Council (as noted in Appendix B of the report) and externally, including national and third sector organisations.

CONCLUSION

15. This report summarises a high level overview of performance of ERCL at end-year 2017-18. Elected members should note that the information presented here shows an overall positive and improving picture although there are areas where there is scope for further improvement.

16. The Director of Education is confident that the Trust will continue to make positive contributions to the CPP's Community Plan and will work to achieve the targets set out in the Council's ODP. In addition, the joint Trust / Council action plan will support the Trust in delivering improvements following the business and finance review; which, most importantly, will allow it to continue to improve the experiences and outcomes of its customers, building on its recent successes.

17. East Renfrewshire Culture and Leisure Trust is performing well, improving customer experiences, meeting its charitable objectives and is contributing to the health and wellbeing of the residents of East Renfrewshire. In addition, the establishment of the Trust has allowed the Council to achieve savings from NDR relief and VAT efficiencies amounting to £420k per annum. As such, the Trust is supporting the Council to improve outcomes and secure best value in delivery of services.

RECOMMENDATION

18. The Cabinet is asked to comment on and approve this report as a summary of East Renfrewshire Culture and Leisure end-year performance for 2017–18.

Mhairi Shaw
Director of Education
16 August 2018

Convener Contact Details

Councillor C Merrick, Convener for Community Services and Community Safety
Tel: 0141 577 3108 (Office)

Local Government Access to Information Act 1985

Report Author

Mark Ratter, Head of Education Services (Quality Improvement and Performance)
Tel: 0141 577 3103
Mark.Ratter@eastrenfrewshire.gov.uk

Appendix

- A. ERCL - Year End Summary Report 2017/18
- B. ERCL – Business Plan End Year Report 2017/18

Background Papers

Audit and Scrutiny Committee Report – Response to National External Audit Report: Council's Use of Arm's Length Organisations



Based on the Report to ERCL Board on 5 June 2018

Report by Chief Executive

Year End 2017/18 Performance Report

BLANK PAGE

East Renfrewshire Culture & Leisure Trust Year End Summary Report 2017/18

Absence and Sick Pay

Staff absence for 2017/18 has improved by 22.7% on the previous year, with the average FTE days lost reducing from 9.7 days in 2016/17 to 7.5 days in 2017/18. Overall costs for sick pay reduced from £200k in 2016/17 to £151k in 2017/18.

ERCL Staff Absences - FTE Days Lost

| Service | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | | Full Years | |
|----------|-----------|-------|-----------|-------|-----------|-------|-----------|-------|------------|-------|
| | 16/17 | 17/18 | 16/17 | 17/18 | 16/17 | 17/18 | 16/17 | 17/18 | 16/17 | 17/18 |
| All ERCL | 2.3 | 2.0 | 2.6 | 1.1 | 2.4 | 2.5 | 2.3 | 1.9 | 9.7 | 7.5 |

Modernisation

The findings of the Business Support Review, begun in 2016 continue to be implemented, with a number of change projects undertaken in 2017/18.

Pricing, Concessions and Product Review

A review of the pricing and concessions structure in place for Sports activities since 2014 was undertaken, and the products and process were harmonised. The project involved

- retention of the same categories for concessions as before
- removal of ability to claim multiple discounts or concessions on the same transaction
- rationalisation of products (from 27 down to 9), and the harmonisation of offers to create an easy to understand offer
- re-balancing of pricing for young people and senior citizen discounts, bringing latter in line with state retirement age
- introduction of some free activities to drive participation

Business Development Programme

The Trusts has been working on a business development programme aimed at growing gyms, fitness, and swimming business. This has involved a huge amount of work from operations, sports development, business support and marketing teams to create a culture of active lead generation, referrals, sales and retention; and to drive quality improvement. Gym retention software was also introduced in the year. This is reflected in the in-year growth of gym members, with gym members now 30% up on 2014/15 levels.

Bookings and Payments

The implementation of easier payment, booking and registration included the introduction of online swimming lesson registration, replacement of chip and pin terminals and the introduction of direct debit payments for programmes.

Demand Analysis

A demand analysis, supported by the PMO Office, was begun in our venues encompassing front of house, gyms and fitness, swimming development and business support functions, and assessing work demands over a 1 month period, in 15 minute segments for key staff.

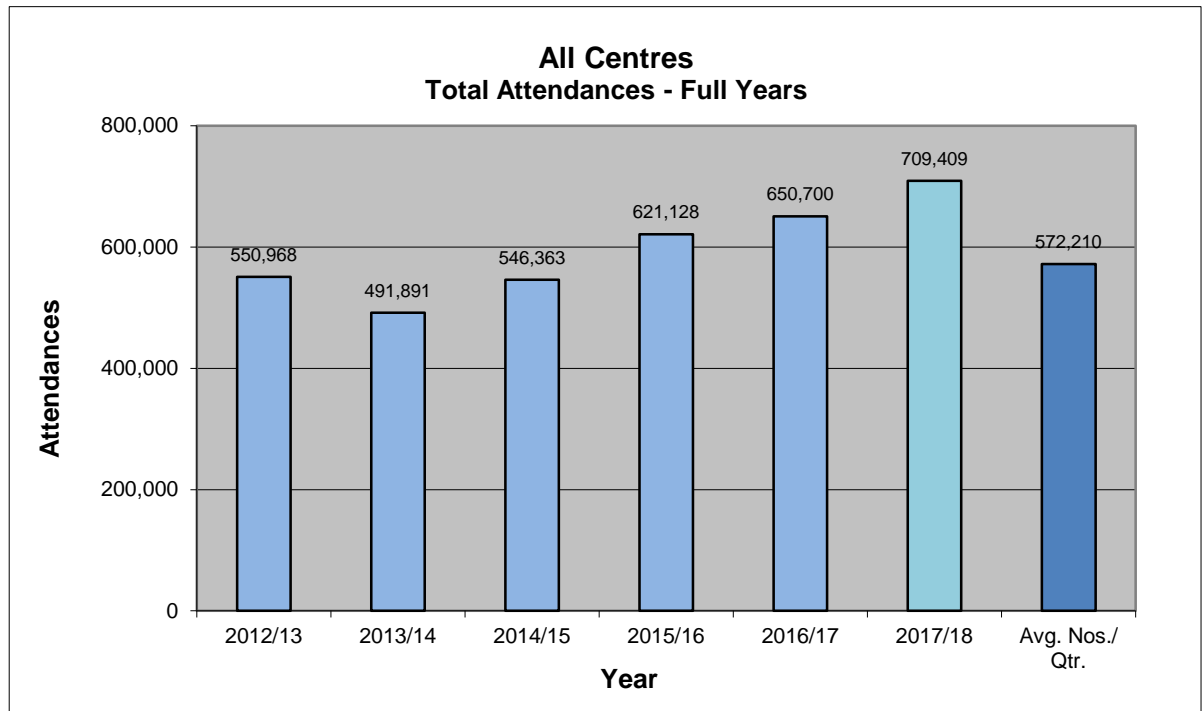
The analysis was designed to revisit assumptions made with regards to likely demand and staffing needs prior to the Foundry refurbishment; pick up on the partially completed sports redesign undertaken pre-Trust; consider the implementation of findings and recommendations of the Business Support Review; and assess the real needs of customers given a considerable period of growth in sports venue attendances since the launch of the Trust (with attendances up by almost 160,000 visits on 2013/14 levels – a 32% increase to date).

Foundry Closure

During the year the Foundry Pool closed for refurbishment and staff worked hard to relocate and retain customers in our Learn to Swim programmes, whilst maintain service levels elsewhere in the Foundry during the works. Changing facilities in Neilston were refurbished to complement the recently opened gym, and meet increased demand during the Foundry pool closure.

Sports Operations

Leisure Centres



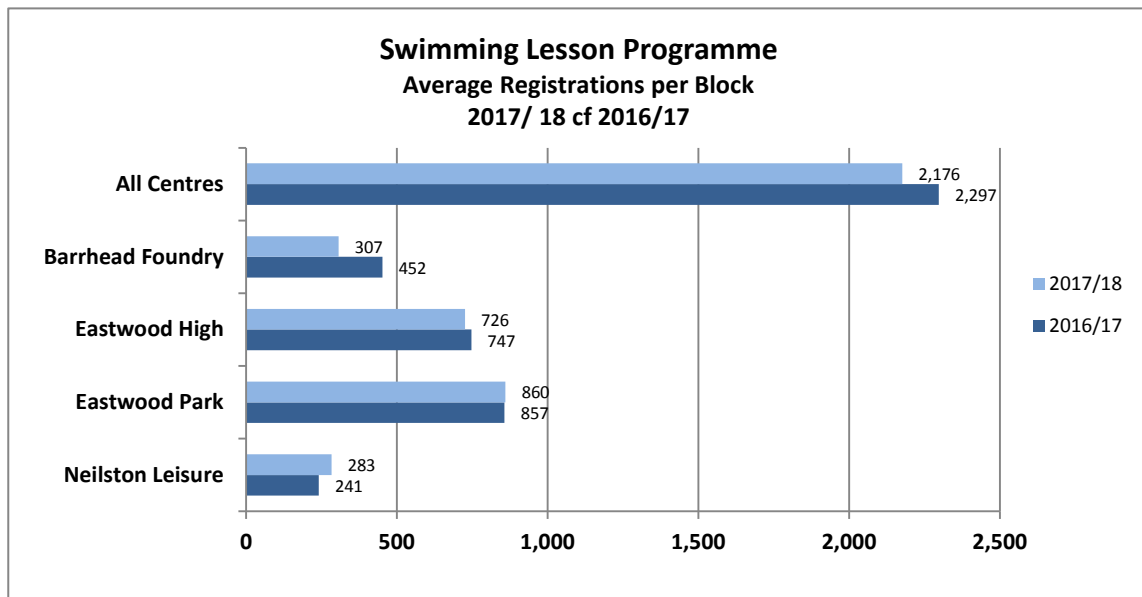
2017/18 ended with total leisure centre attendances of 709,409 – 9.0% above 2016/17 and another 5 year high despite the Q4 refurbishment closure in Barrhead and a further 3 weeks of unplanned pool closures.

- As with the previous 2 years, changes in daytime school sports usage in Eastwood High Sports Centre contributed to this increase. With these factored out there is still an overall 2.5% increase, continuing a positive 4-year trend.

| | |
|--|--|
| <p>Barrhead Foundry (Up 0.7%)</p> | <ul style="list-style-type: none"> • Good overall performance in gym attendance with a small 6.4% dip in Q4 linked to pool closure. Overall up 7.8% (+4,603). • Dryside attendances up 15.8% (+12,860) with Fitness Classes being the main contributor (+20.6% / +7,778) • Pool closure reduced swimming attendances by 23.2% (-15,899) with Q4 attendances dropping from 15,576 in 16/17 to 631 in 17/18. |
| <p>Eastwood High (Up 27.9%)</p> | <ul style="list-style-type: none"> • Attendances up by 48,596 overall mainly through school daytime sports usage. Excluding this numbers were still up by 4,783 (+4.4%). • The new gym facility was the single biggest contributor to the increase with 3,136 attendances • Outdoor activities (+8.8% / +2,170), Community Sports Development (+7.1% / +1,132), club hires (+12.0% / +677) and Fitness Classes (+6.7% / +522) also increased. • Reorganisation of lets and additional hires generated in conjunction with local clubs contributed to the increase. • Swimming lesson attendances decreased due to a 2 week plant failure. |
| <p>Eastwood Park (Down 2.2%)</p> | <ul style="list-style-type: none"> • An overall decrease of -4,988 attendances reflecting a 5 day closure due to a burst water main. Dissatisfaction with the condition of the facilities is almost certainly another factor. • Pool attendances were down -4.8% (-6,062) including a -4,045 drop in casual swimming. Gym attendance dropped by -1.6% (-1,560). |

| | |
|--|--|
| | <ul style="list-style-type: none"> Against this dryside attendances rose by 4.5% (+2,077) with Fitness Classes and Health Suite usage increasing by +2,450 and +1,385 respectively. |
| Neilston Leisure (Up 36.3%) | <ul style="list-style-type: none"> The centre benefitted from approximately 5,000 additional swimming lesson and club hire attendances from the closure of Barrhead. There is still a genuine increase of around 24% for the year. The biggest contributor was the new gym, increasing numbers by 5,924 from 674 in 2016/17. Casual swimming rose 5.1% (+747). Increases noted in private pool hires, themed swimming sessions and fitness classes also contributed. |

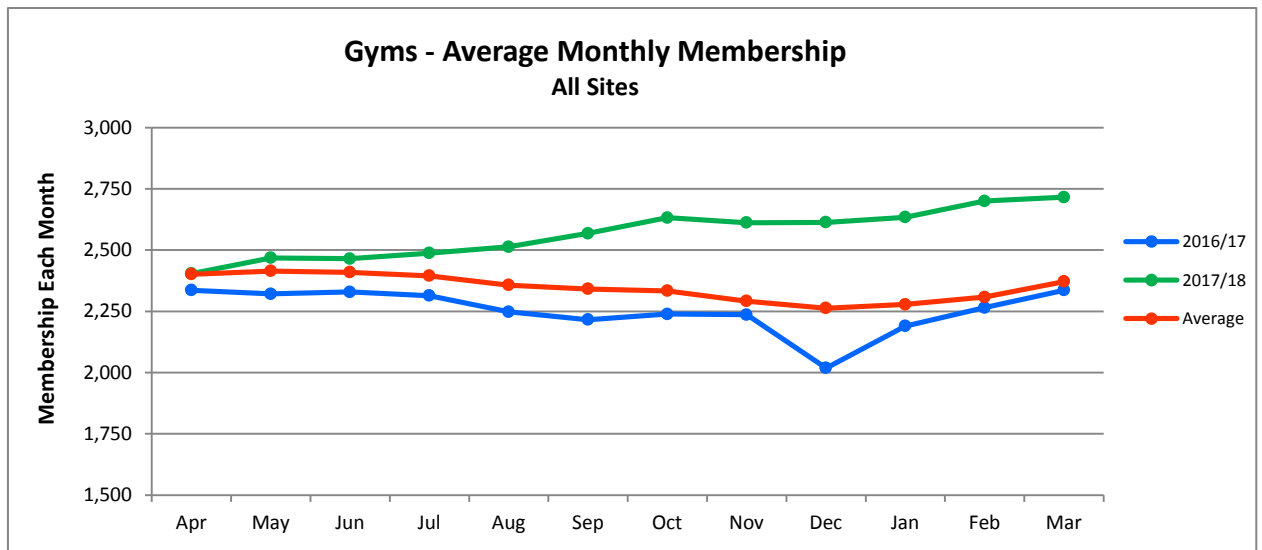
Swimming Development



- Q3 saw signs of improvements in swimming registrations. In Q4 the closure of Barrhead Foundry pool resulted in an overall drop. Of 380 registrations in Barrhead in Q3, 243 were successfully transferred to Neilston – a net loss of 137 participants.
- Numbers declined further as weeks progressed, however attempts are being made to re-allocate spaces to balance these losses. In addition there is an expanding waiting list of people who wish to return when Barrhead re-opens.
- A two week plant failure at Eastwood High at the end of Q4 – a key re-enrolment time – also contributed to the decrease.
- This resulted in a drop in the average registrations per block for the year, bringing it below 2016/17 levels by -5.3% as shown above.

Sport and Physical Activity

Gyms



- Average monthly membership for 2017/18 overall was 2,568 – a rise of 13.9% (+314) on 2016/17.
- Attendances for the year were up by 10.4% (+11,722).
- This performance is based within a context of deteriorating fabric conditions in Eastwood Park Leisure and the closure of sauna facilities in Barrhead earlier in the year.
- New gyms at Neilston Leisure Centre and Eastwood High Sports Centre performed well, with 77.3% of additional attendances (+9,060) being generated by these facilities.
- Attrition for the full year 2017/18 was 49.4 – well below the 2016/17 level of 55.2. By way of comparison, the attrition rate for a Local Authority gym is 57.1 cancellations / 1000 members.

Community Sports Development

| Indicator | 2014/15 | 2015/16 | 2016/17 | 2017/18 | Notes |
|---|---------|---------|---------|---------|--|
| | Actual | Actual | Actual | Actual | |
| Community Sports Development attendances per 1,000 population | 1,565 | 1,629 | 1,873 | 1,809 | Drop of -3.4% with contributing factors being difficulty with coaching staff recruitment, 1 week shorter summer programme, and severe weather in Q4. |

- Total Community Sports Development attendances dropped by 4,376 over the year to 169,718 from 174,094 (-2.5%)
- Coaching sessions delivered in 2017/18 increased by 8.8% to 6,347 with the assistance of additional grant funding from the Scottish Football Association.
- The Gymnastics programme continued to expand with 14 new classes offered. 2017/18 was also the first full year of the pre-school programme, first introduced in 2016/17. Attendances were up by 16.9% 19,267.

- 910 hours of staff time were dedicated to improving the quality and quantity of the sports offering available through community organisations with a focus on key areas of organisation, profile, facilities, people, partnerships and sustainability.
- Two of East Renfrewshire's 6 Community Sport Hubs (Barrhead & Neilston) were supported to achieve charitable status. Local hubs now comprise 33 individual clubs with 1,388 coaches and 8,100 members. Female membership increased to 35% overall (+3%)
- In partnership with East Renfrewshire Soccer Development Association players engaged with the small-sided game grew by 14.8% from 1,421 to 1,632. ERSDA now facilitates competitive football for an additional 11 teams across the various age groups, meaning participation is at an all-time high.
- Community Sports Development offered 42 coach education and training opportunities in 2017/18, with total attendances of 726. These numbers are down somewhat from 2016/17 (59 training opportunities / 1,114 attendances) when the need for all clubs to review and update child protection training was a priority.

Health & Wellbeing

Live Active

- Improved administration arrangements with Business Support allowed advisors to increase time spent with clients, including more flexible appointment times.
- The team met all NHS targets for referrals, first appointments and follow up interviews – one of only two Local Authority areas to do so. The NHS target for referrals was 560 for 2017/18. Actual referrals made was 616 – 110% of target.
- At close of 2017/18, 177 Live Active customers are now members of ERCL gyms, with an increase of 64 in Quarter 4 alone.
- Live Active customer attendances at supervised gym sessions increased from 884 in 2016/17 to 1,338 (+51.4%)

Vitality

- The number of Vitality classes was increased from 13 – 15. The two additions (Barrhead Foundry and Clarkston Hall) were Level 1 (Strength & Balance) chair-based exercise classes. This allows the programme to further improve on its commitment to an early intervention and prevention approach in support of active and independent living.
- Attendances across all classes increased to 13,985 (+3.8%) this year from 13,489.
- Efficiency improvements to waiting list administration have eliminated these for all but one of 8 Level 1 and 2 classes.
- More instructors have been engaged to provide cover for holidays and sickness, ensuring continuity of service and less chance of having to cancel classes.

Communities & Arts

Community Facilities

- 2017/18 full year attendances for community halls and out-of-hours use of schools were down slightly at -0.6% on 2016/17.

| Attendances | 2016/17 Full Year | 2017/18 Full Year | Movement |
|---------------------------|----------------------|----------------------|--------------|
| Halls | 326,360 | 307,680 | -5.7% |
| Schools (Out of Hours) | 615,809 | 628,490 | +2.1% |
| Totals | 942,169 | 936,170 | -0.6% |

- Loss of a private after-schools booking due to licencing issues was a main factor in decrease, accounting for a decrease of 9,500 attendances. Other significant contributors were the Q4 severe weather and refurbishment at Clarkston Hall.
- Community Facilities' annual survey of regular customers suggests a continuing 10 year trend in satisfaction with the service.
- Ratings for cleanliness, building condition, frontline staff performance, booking information, and overall service received all continued at 97% satisfaction or above.
- There was a drop in satisfaction with charging information provided to customers (97% down to 92%) which staff will look into further.
- Satisfaction with equipment available rose from 87% in 2016/17 to 93%, potentially linked to improvements in Clarkston Hall and Carmichael Hall.

Eastwood Park Theatre

- Eastwood Park Theatre's 2017/18 professional performing arts programme delivered 103 performances – an increase of 9 over 2016/17. Combined attendances were 16,276 – up by +3,239 (+24.8%). This represents the highest level of attendances in 10 years.
- Mainstage performances – live performances with a potential audience of 332, using the full stage and auditorium – made up nearly 70% of the programme for the year, with average houses for these events improving from 55.1% to 60.5%.
- An ongoing Health & Safety issue for the Theatre Technical Team has been rectified by the purchase of a scissor lift. This effectively introduces a new safe system of work for working at heights.
- Theatre audience experience has been improved through in-house repairs to the auditorium seating and enhanced seating provision in foyer area.

Arts & Heritage

- The Arts & Heritage Team is working to increase its level of engagement with East Renfrewshire schools.
- The team worked with P4-7 pupils at St Thomas' Primary in Neilston. Participants expanded their understanding of local heritage through arts activities including 3D printing, digital stop motion animation, calligraphy, drama performances and a textile banner.
- Funding has been secured from Young Scot's Sandy Watson Memorial fund to deliver a range of arts and mental health workshops. The project focuses on young people in keeping with the Year of Young People 2018 and will run May – November 2018.

Business Support

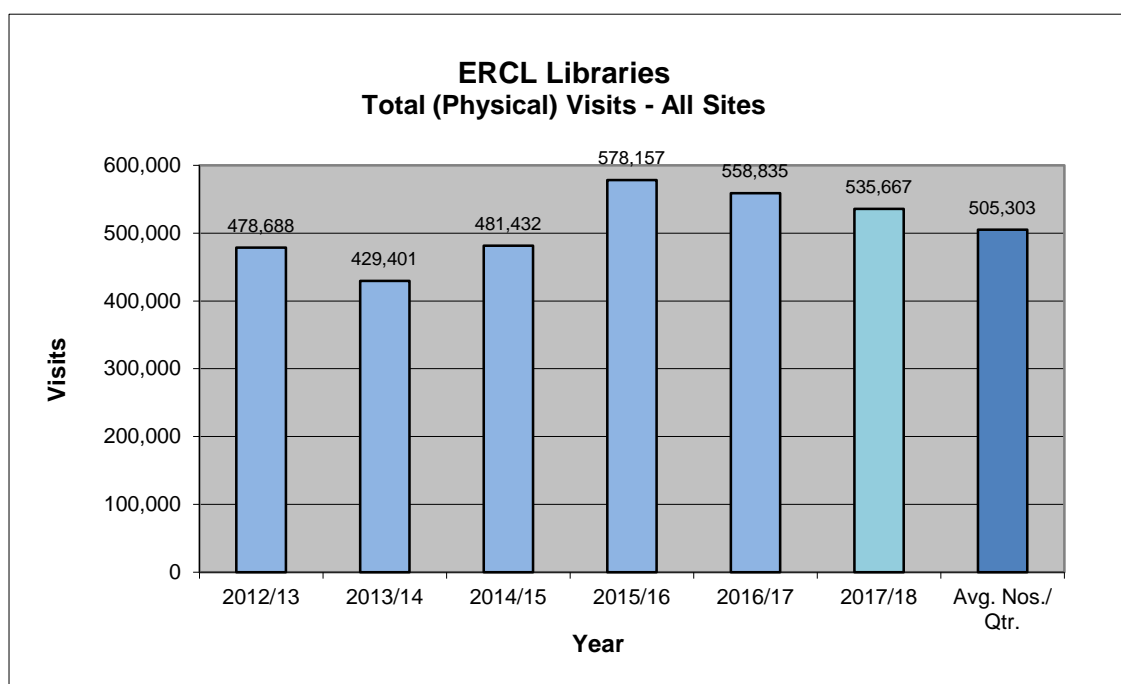
- A number of efficiency improvements were realised across a range of functions.
- The customer journey for gym members has been improved through merging membership admin and management of direct debits with Business Support. Training of additional Business Support staff will also eliminate the risk of a single point of failure in processing new memberships and payments.
- Efficiencies in payroll and management of annual leave were secured by rolling out online systems for all contracted ERCL staff. Payroll processes for casual staff have also been improved.
- Frontline staff time has been freed up through implementation of online booking and payments for all Community Facility bookings as well as sports and arts & heritage programmes.
- Library community room hire bookings are now fully embedded in Business Support and demand analysis and work flow processing completed to allow Foundry bookings to move into Business Support in Quarter 2 of 2018/19.

Libraries

Single Outcome Agreement Indicators

| Indicator | 2016/17 | 2017/18 | 2017/18 | Notes |
|--|---------|---------|---------|--|
| | Actual | Actual | Target | |
| Library visits (physical) per 1,000 population | 6,013 | 5,710 | 6,280 | 5,710 visits per 1000 population represents 90.9% of this year's target. Contributing factors include reduced hours in some libraries, the knock-on effect of the pool closure in Barrhead Foundry and severe weather in Q4. |

- 2017/18 physical visits to libraries totalled 535,667 which is down -4.1% (-23,168 visits) from 2016/17.
- Closure of Barrhead Foundry pool had a knock-on effect, at this, the busiest of our 10 libraries. This accounted for 64.4% of the drop. Other contributing factors were the reduction of hours in some libraries and severe weather during Q4.



- Virtual visits increased markedly – up 120.2% (+423,517) – with the ability in 2017/18 to count social media such as Facebook and Twitter. Without the additional Facebook and Twitter hits, virtual visits show a small reduction of -2.8%.
- Despite the drop in physical visits, total issues for the year – including e-issues – increased by 1.9% (+7,398 book and AV issues)
- Though total issues to adults (books & AV) dropped by 2.0% (-5,134), total issues to children and young people increased again by 6.5% (+9,230), continuing a trend started in 2015/16.
- Children and young people's book issues alone grew by 6.6% - up 9,144 from 2016/17. Increased levels of activity programming and initiatives such as the First Minister's Reading Challenge are likely contributing factors.
- Computer usage – public access PC sessions and WiFi connections – dropped by 8.4% (-5,279 sessions). This reflects a change in how the public use the facilities, with more

households having broadband and increased use of mobile devices to access the internet.

- In Quarter 2 Development Officers began work on a broader range of activities in libraries linked to wellbeing, education, literacy and learning. The approach draws on a higher level of input from frontline staff and feedback from customers. Activities have included singing, crafts and reading for relaxation for adults, and storytelling, arts & crafts, digital skills and literacy / numeracy (“Read, Write, Count”) for children and young people. Quarter 4 activity attendances reached 616 overall.
- Enhanced activity programming may, in part, be driving the increase in customers who say that libraries improve their quality of life (88.4%, up from 83.8% in 2015) and that they support children’s learning, development and education (89.2%, up from 65.3% in 2015).

Outcome Delivery Plan Indicators

| Indicator | 2016/17 | 2017/18 | 2017/18 | Notes |
|---|---------|---------|---------|--|
| | Actual | Actual | Target | |
| Leisure centre attendances per 1,000 population (including pools) | 9,300 | 9,711 | 10,600 | 9,711 attendances per 1,000 population represents 91.6% of target. Total centre attendances still increased 9.0%. As suggested, levels were below target mostly due to the refurbishment closure of Barrhead Foundry pool. 3 weeks of unplanned pool closures at Eastwood High also contributed. |
| Percentage of adult population participating in physical activity (inc. walking for exercise) | 86% | 91% | 91% | Results drawn from the Citizens' Panel survey 2017. Scottish Household Survey 2017 not available till September 2018. Equivalent SHS question for 2016 produced an ERC score of 78% and a National score of 79%. |

BLANK PAGE

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.

Intermediate Outcome: 1/ We create greater financial independence through sound business decisions.

Intermediate Outcome: 1/ We use our assets creatively and effectively to develop successful new products and services.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------|----------------------------|--------|---|
| A-1.1.1 | Create a development framework for planning and introducing new products and services. | Corporate Services | Marketing Officer | | Linked to ongoing work with Pricing and Concessions Review. |
| A-1.1.2 | Undertake an evaluation of existing marketing activity | Corporate Services | Marketing Officer | | Complete |
| A-1.1.3 | Develop a Commercialisation and Ancillary Income Strategy | Corporate Services | Director of Finance | | Deferred to Q4 18/19 in part due to pressures from Pricing Review in Q3 |
| A-1.1.4 | Undertake an evaluation of services and operations at Eastwood House to maximise financial return. | Communities & Arts | Head of Communities & Arts | | Action merged with A-1.1.3 (Commercialisation & Ancillary Income Strategy) |
| A-1.1.5 | Implement the revised Letting Policy covering all lettable spaces managed by ERCL | Communities & Arts | Head of Communities & Arts | | Lettable spaces and charges identified. Development of a revised Letting Policy has been tied into the Business Support Review. An update on progress will be available in 2018/19 (Q4) |

Intermediate Outcome: 2/ We have a clear understanding of the cost of delivering services and use this to develop more cost effective ways of operating.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|--------------------------------|--|--------|---|
| A-1.2.3 | Support the development of a national procurement framework for E-book provision to reduce costs. | Library & Information Services | Head of Library & Information Services | | Complete |
| A-1.2.6 | Conduct an evaluation of the management arrangements for all of our facilities. | All | Chief Executive | | Linked to Demand / Activity Analysis Project. Demand analysis underway with Venue management, Swimming Development, Gyms & Business Support. Findings in hand. Reorganisation proposals for Q2 18/19 Implementation for Q3 18/19. |
| A-1.2.8 | Conduct a costing exercise in partnership with ERC on our 5 key Service Level Agreement areas, beginning with defining the standards required to run our business and leading to an understanding of the true costs involved. | Corporate Services | Director of Finance | | HR and Accountancy reviews have been presented to the Board. Work on the remainder will continue through 2018/19 |
| A-1.2.10 | Revise the format of periodic Service Level Agreement reviews to include a report on the volume of services used by ERCL | Corporate Services | Director of Finance | | Completion postponed to Q1 2018/19 |

Intermediate Outcome: 3/ Our staff hold a shared accountability for the financial success and stability of our organisation.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------------------|--|--------|---------------------|
| A-1.3.1 | In conjunction with Service staff, review and improve the processes for managing the Library Resource Budget. | Library & Information Services | Head of Library & Information Services | | Complete |
| A-1.3.2 | Implement systems to monitor ongoing revenue and expenditure associated with performance at Eastwood Park Theatre. | Communities & Arts | Head of Communities & Arts | | Complete |

Intermediate Outcome: 2/ Our Board and Senior Management Team provide responsible, capable and proactive leadership.

Intermediate Outcome: 1/ Our Board and Senior Management Team have an appropriate mix of skills and experience to support the longterm viability of our organisation.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|----------|-------------------------|----------|---------------------|
| A-2.1.1 | Review and revise the Senior Management Team structure in line with the needs of the organisation. | All | Chief Executive | Complete | Complete |
| A-2.1.2 | Review and update the Board training and development plan for 2017/18 following on from the self evaluation exercise in Feb-17. | Board | Board & Chief Executive | Complete | Complete |

Intermediate Outcome: 2/ Our Board and Senior Management Team have a clear understanding of key political, social, financial and environmental issues affecting the organisation.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|------------------------|-------------------------|----------|---------------------|
| A-2.2.1 | Arrange for ongoing and timely briefing of ERC Convenors aligned to the meeting schedule for COSLA working groups. | Senior Management Team | Chief Executive | Complete | Complete |

Intermediate Outcome: 3/ Our Board and Senior Management Team work together to set the tone for the organisation in terms of leadership, ethos and overall direction.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|--------------------------------|-------------------------|----------|---------------------|
| A-2.3.1 | Develop and implement a schedule of Board & Senior Management planning "away days". | Board & Senior Management Team | Chief Executive | Complete | Complete |

Intermediate Outcome: 4/ Robust and sound governance arrangements are in place to ensure the overall effectiveness of the organisation and achievement of key outcomes.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|----------|----------------------------|----------|--|
| A-2.4.1 | Develop a training package to support the roll out of our Health & Safety Policy, including updated Normal Operating Procedures and Emergency Action Plans. | All | Head of Operations | Complete | Pilot "Toolbox Talk" programme in delivered in Q4. Evaluation scheduled for Q1 18/19 |
| A-2.4.2 | Develop and implement a Policy for Protection of Vulnerable Groups. | All | Head of Communities & Arts | Delayed | Action delayed by appointment of a Child Protection Officer in HSCP. Draft Child Protection Policy completed. |
| A-2.4.3 | Develop and implement an Acceptable Behaviour Policy to protect our staff and manage the behaviour of a minority of customers. | All | Head of Operations | Delayed | Management Rules at Barrhead Foundry have been revised to deal with the immediate issues in that venue. The impact of changes is being assessed prior to extending these to other centres. |
| A-2.4.4 | Update systems and procedures across ERCL to ensure Payment Card Industry compliance in partnership with ERC. Implement annual Payment Card Industry compliance assessments. | All | Director of Finance | Complete | Complete. |

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICES ARE CUSTOMER FOCUSED.

Intermediate Outcome: 1/ Service development and delivery is informed by regularly and consistently gathered market research.

Intermediate Outcome: 1/ We maintain an up to date awareness and understanding of new developments in customer service in the culture and leisure industry.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|---|--|--------|--|
| B-1.1.1 | Become full participants in the Local Government Benchmarking Framework groups for Libraries and Sports Facilities. | Library & Information Services Operations | Head of Libraries & Information Services Head of Operations | | Libraries participation in place. Sports venues still to happen. ERCL are participants through VOCAL in the redesign of LGBF indicators. |
| B-1.1.2 | Community Facilities will look to formalise benchmarking arrangements with similar organisations. | Communities & Arts | Head of Communities & Arts | | Rescheduled to Q4 18/19. |

Intermediate Outcome: 2/ An up to date and effective performance management framework tracks service uptake and customer usage patterns.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|---------------------------|---|--------|---|
| B-1.2.1 | Develop our capacity to understand customer behaviour through a review and relaunch of the ALL Access Card system or the creation of other mechanisms to achieve the same result. | Corporate Services | Performance & Quality Officer / Marketing Officer | | Rescheduled pending implementation of Pricing & Concessions Review. |
| B-1.2.3 | Improve gym member retention by introducing TRP customer retention software in all gym facilities. | Sport & Physical Activity | Head of Sport & Physical Activity | | In place. Q3 shows improved attrition rates. |

Intermediate Outcome: 4/ We use an appropriate range of tools and approaches to ensure that our understanding of our community is comprehensive and accurate.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|--------------------------------|---|--------|---|
| B-1.4.1 | Libraries & Information Services will re-run their bi-annual customer survey for adults, children and young people. Introduce collection of learner feedback on ICT / digital learning. | Library & Information Services | Head of Library & Information Services Performance & Quality Officer | | Complete |
| B-1.4.2 | Revise the approach to gathering performance information in Cultural Development to include more information on the impact of services. | Communities & Arts | Performance & Quality Officer / Head of Communities & Arts | | Tried for Aug-Oct classes. Being linked to a more uniform and consistent approach to assessing a range of activities across ERCL. |
| B-1.4.4 | Evaluate our Customer Comments system to ensure compliance with the Scottish Public Service Ombudsman's requirements and that information is driving improvements. | Communities & Arts | Performance & Quality Officer / Head of Communities & Arts | | Evaluation completed for 2016/17 and 2017/18. Further work on process to follow. |

Intermediate Outcome: 2/ Service quality is high and consistently meets or exceeds customer expectations.

Intermediate Outcome: 1/ Customers are able to influence the design and delivery of services.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|-----------------|--|----------|---------------------|
| B-2.1.1 | Develop systems for reporting back to customers and other stakeholders on the impact of their feedback using our website, social media, annual reports and other methods. | Chief Executive | Digital Communications Officer/ Performance & Quality Officer | Complete | Complete |

Intermediate Outcome: 2/ Quality standards for Services have been developed and implemented and are actively monitored.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|---|--|-------------|---|
| B-2.2.1 | Develop an ERCL wide Customer Charter spelling out the level of service customers can expect, supported by a communications campaign to maximise awareness. | Corporate Services | Performance & Quality Officer/ Marketing Officer | Rescheduled | Rescheduled pending implementation of Pricing & Concessions Review. |
| B-2.2.4 | Libraries and Information Services will renew its Customer Service Excellence accreditation (17/18 Q1). Venues will gain Customer Service Excellence (17/18 Q4). | Library & Information Services Operations | Head of Library & Information Services Head of Operations | Complete | Complete |
| B-2.2.6 | Within Venues, explore the use of Leisure Shield software to monitor quality standards. | Operations | Head of Operations | Complete | Complete |

Intermediate Outcome: 3/ The community and our partners recognise our brand and associate it with high quality and value for money.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|-----------------|-------------------------|----------|---------------------|
| B-2.3.2 | Review and market test our pricing structures. | Chief Executive | Marketing Officer | Complete | Complete |

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 2/ Our team is creative, motivated and empowered.

Intermediate Outcome: 1/ Teams are planned to ensure that we have the right resources in the right places.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|------------|-------------------------|--------|---|
| C-1.1.2 | Develop our ability to gather and interpret customer usage data to improve staff scheduling | Operations | Head of Operations | | Analysis of programming & usage completed in Q2. Funding secured from ERC Modernisation Fund to implement a Demand / Activity Analysis. Project running Q4 17/18 to Q3 18/19. |

Intermediate Outcome: 2/ Staff are encouraged to use their understanding, experience and input to further the development of the organisation.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------|---|--------|---|
| C-2.2.1 | Develop cross-service teams meeting quarterly to evaluate progress on achieving our Strategic Outcomes and to contribute more widely to the Business Planning process. | Corporate Services | Chief Executive / Performance & Quality Officer | | Process commenced. Further training and roll out over 2018-19 |

Intermediate Outcome: 3/ Staff feel supported and valued in a culture where dedication and achievement are recognised and successes are celebrated.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------|-------------------------------|--------|---|
| C-2.3.1 | Undertake a staff wellbeing, engagement and equalities survey. | Corporate Services | Performance & Quality Officer | | Deferred to 2018/19 to allow for work on Pricing Review in Q3 |

Intermediate Outcome: 3/ An equalities culture is embedded in which a diversity of cultures, abilities and viewpoints are valued and reflected in our work.

Intermediate Outcome: 1/ Our organisation reflects the diversity of the community we serve. 2/ There is a shared ethos of mutual respect and tolerance.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|--------------------|-------------------------------|--------|---|
| C-3.1.1 | Undertake a staff equalities survey | Corporate Services | Performance & Quality Officer | | Combine with the proposed Staff Wellbeing & Engagement Survey (C-2.3.1) |
| C-3.1.2 | Develop a Diversity Action Plan base on National guidance and tested annually against the Staff Equalities Survey | Corporate Services | Performance & Quality Officer | | Combine with the proposed Staff Wellbeing & Engagement Survey (C-2.3.1) |

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.

Intermediate Outcome: 1/ People in our communities improve their well-being, fitness and health through opportunities to participate in culture and sport activities.

Intermediate Outcome: 1/ Planning and development of our services is outcome focused and based on an understanding of our community's needs and preferences.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------------------|--|----------|--|
| D-1.1.1 | Audit the Library Resource Budget to align spending more closely with community needs and Service priorities. | Library & Information Services | Head of Library & Information Services | Complete | Complete |
| D-1.1.2 | Redesign the online Library catalogue. | Library & Information Services | Head of Library & Information Services | Deferred | Deferred to Q3 18/19 |
| D-1.1.3 | Develop and pilot creative writing and children's crafts sessions linked to reading. | Library & Information Services | Head of Library & Information Services | Complete | Complete |
| D-1.1.4 | Trial new Library programmes for young people on digital inclusion theme (Coding Clubs, 3D Printing, etc.) | Library & Information Services | Head of Library & Information Services | Complete | Complete |
| D-1.1.5 | Review the new gym facilities in Neilston Leisure Centre and Eastwood High School Sports Centre and a new Spin studio at Barrhead Foundry. | Sport & Physical Activity | Head of Sport & Physical Activity | Deferred | Deferred to Q1 18/19 |
| D-1.1.6 | Introduce a Personal Training option for all gym facilities in response to customer interest. | Sport & Physical Activity | Head of Sport & Physical Activity | Deferred | Now linked to A1.1.1 above (Development of new products & services). Completion 2018-19. |
| D-1.1.7 | Refurbish the gym changing room and shower facilities in Barrhead Foundry. | Operations | Head of Operations | Deferred | Project start delayed to Jan-18. Completion due Sep-17 |
| D-1.1.8 | Pool refurbishment at Barrhead Foundry | Operations | Head of Operations | Deferred | Project start delayed to Jan-18. Completion due Sep-18 |
| D-1.1.9 | Plan for the development of a new sports facility in Newton Mearns. | Operations | Head of Operations | Deferred | Plan is now being considered by ERC. This action will be reinstated in the event of a positive decision. |
| D-1.1.10 | Implement the master planning for Eastwood Park and its refurbishment (17/18). Complete project (19/20) | Operations | Head of Operations | Complete | Survey & condition reports are complete. Further progress is dependent on ERC decisions. This action will be reinstated in the event of a positive decision. |

Intermediate Outcome: 2/ A strong and confident independent sector delivers a wide range of opportunities to participate in culture and sport activities.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|---------------------------|---|----------|--|
| D-1.2.1 | Develop and launch a new Community Sport Hub in Neilston | Sport & Physical Activity | Head of Sport & Physical Activity | Complete | Complete |
| D-2.2.1 | Work with ERC Environment to further the community arts input to Barrhead Waterworks Park project. | Communities & Arts | Head of Communities & Arts | Complete | Programme of visual and performing arts delivered summer 2017 with ongoing work with St. Ninian's HS in place. |
| D-1.2.3 | Develop customer surveys and regular focus groups to obtain feedback from leisure centre hirers to drive improvements. | Operations | Head of Operations Performance & Quality Officer | Deferred | Deferred to 2018/19 to allow for work on Pricing Review in Q3 |

Intermediate Outcome: 2/ People have an enhanced sense of community through participation in community-focused initiatives.

Intermediate Outcome: 1/ People contribute to their communities and are able to identify and influence the development of priorities affecting them.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------------------|--|--------|--|
| D-2.1.1 | Implement the Community Conversations initiative in Libraries in partnership with the HSCP | Library & Information Services | Head of Library & Information Services | | Rebranded as "Talking Points" Pilot successfully completed. |

Intermediate Outcome: 2/ Communities understand their strengths and challenges. They have a stronger sense of identity and are increasingly valued by their members.

| | | | | | |
|---------|--|--------------------|----------------------------|--|---|
| D-2.2.1 | Work with ERC Environment to further the community arts input to Barrhead Waterworks Park project. | Communities & Arts | Head of Communities & Arts | | Programme of visual and performing arts delivered summer 2017 with ongoing work with St. Ninian's HS in place. |
|---------|--|--------------------|----------------------------|--|---|

Intermediate Outcome: 3/ People in our communities form and enhance bonds and partnerships with each other through opportunities to meet, learn and work together.

| | | | | | |
|---------|---|--|--|--|--|
| D-2.3.1 | Manage the redevelopment of Thorntree Hall. | Communities & Arts Library & Information Services | Head of Communities & Arts Head of Library & Information Services | | Discontinued. Funding bid unsuccessful |
|---------|---|--|--|--|--|

Intermediate Outcome: 3/ All people in our community - in particular those from underrepresented or disadvantaged communities - are able to access culture and sport opportunities easily and are motivated to take part.

Intermediate Outcome: 2/ People are inspired and supported to identify opportunities, aims and ambitions and to work towards these.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|--------------------------------|--|--------|---|
| D-3.2.1 | Evaluate the outcomes of the "Every Child a Library Member" pilot and if successful roll out across other libraries. | Library & Information Services | Head of Library & Information Services | | Complete. Membership done in conjunction with ERC Registrars. |
| D-3.2.2 | Develop and implement an ERC inter schools sports competition framework and intra school sports events in partnership with ERC Education. | Sport & Physical Activity | Head of Sport & Physical Activity | | Complete |
| D-3.2.3 | Develop a more mentoring approach to sports volunteer development to enhance the level of feedback to participants | Sport & Physical Activity | Head of Sport & Physical Activity | | Complete. Results will be monitored. |
| D-3.2.4 | Support all ERC schools to register for the Schools Sports Award scheme. | Sport & Physical Activity | Head of Sport & Physical Activity | | Complete. All schools interested now on scheme. |
| D-3.2.5 | Support all ERC primary schools to register for and participate in the First Minister's Reading Challenge | Library & Information Services | Head of Library & Information Services | | Complete |

Intermediate Outcome: 3/ Sectors of our community which are underrepresented in our customer base have been identified. Their needs and their barriers to participation are understood (Links to B-1.3)

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|---|--------------------------------|--|--------|---|
| D-3.3.1 | Pilot the delivery of an integrated "Stay Active" programme in Clarkston Halls. | All | Head of Sport & Physical Activity | | Programme switched to Dunterlie, with Better Barrhead funding applied for. Successful award will allow project start in Q2 18/19 |
| D-3.3.2 | Develop an integrated approach to health promotion and activities to reduce health inequalities in partnership with the HSCP | Sport & Physical Activity | Head of Sport & Physical Activity | | Complete. Development officer in post. |
| D-3.3.3 | Develop an integrated programme to help close the attainment gap for disadvantaged young people in partnership with ERC Education. | Sport & Physical Activity | Head of Sport & Physical Activity | | Uniform tracking database to be developed and agreed. Starting to roll programme out across schools. |
| D-3.3.4 | Develop and offer programmes reaching out to excluded groups, including Carers' Reading Groups and a Peer Mentoring project with Renfrewshire Area Mental Health. | Library & Information Services | Head of Library & Information Services | | Complete |
| D-3.3.5 | Review and update our programme of ICT / Digital skills learning opportunities to improve digital inclusion, employability and confidence. | Library & Information Services | Head of Library & Information Services | | Rescheduled to 2018/19. Now linked to the Digital Support strand of the ERC Univesal Credit roll out scheduled for Sep-19 |
| D-3.3.6 | Cultural Development will develop initiatives to improve participation and outcomes for underrepresented groups. | Communities & Arts | Head of Communities & Arts | | Rescheduled to Q2 2018/19 pending a review of access to cultural programming and services. |
| D-3.3.7 | Pilot the "Open Plus" library access arrangements in Clarkston Library, and if successful, submit a subsequent CPA bid. | Library & Information Services | Head of Library & Information Services | | Pilot progressing 2018/19 |
| D-3.3.9 | In partnership with the local community, undertake a feasibility study for redeveloping leisure facilities and services in Dunterlie | Sport & Physical Activity | Head of Sport & Physical Activity | | Deferred to 2018/19. In discussion with Barrhead Housing to develop programming and ERC with regard to re-developing Dunterlie Resource Centre. |

Intermediate Outcome: 4/ Processes for accessing culture and sport services are easy to understand, convenient and efficient.

| Ref. No. | Action | Services | Management / Lead Staff | Status | Progress / Comments |
|----------|--|--------------------------------|--|--------|--|
| D-3.4.1 | Review how we support the community to use IT to access our services and implement a Digital Strategy. | Library & Information Services | Head of Library & Information Services | | Rescheduled to 2018/19. Background work done. Initiative now linked to the Digital Platform CPA bid. |
| D-3.4.2 | In consultation with customers, investigate options to improve fee payment processes for Swimming Development. | Sport & Physical Activity | Head of Sport & Physical Activity | | Preparatory work in place. On track for implementation in Q2 18/19 |
| D-3.4.3 | Refresh the self service hardware in Libraries | Library & Information Services | Head of Library & Information Services | | Complete |

BLANK PAGE