

EAST RENFREWSHIRE COUNCIL13 DECEMBER 2017Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE TRUST 2018/19 BUSINESS PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council Approval for the East Renfrewshire Culture and Leisure Trust (ERCL) 2018/19 Business Plan.

RECOMMENDATION

2. It is recommended that the Council approves the proposed Business Plan for 2018/19, subject to budget to be confirmed at a full Council meeting on 8 February 2018.

BACKGROUND

3. East Renfrewshire Culture and Leisure Trust was established as an independent charity, registered with the Office of the Scottish Charity Regulator (OSCR) on 1 July 2015. The Charitable objectives of the Trust are laid out in the *Articles of Association*:

The Company will promote, advance and further Charitable Purposes and activities through the provision of services which enhance and contribute to the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) including, but not limited to, educational, sporting, culture and heritage based and community activities.

4. A business planning process was outlined in the Services Agreement between the Trust and the Council that vested the Trust with the assets to deliver culture and leisure services on behalf of the Council. This agreement determined that:

- An annual business plan is to be presented to the Council not less than three months before the beginning of the financial year;
- The plan is to identify the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its contractual obligations to East Renfrewshire Council;
- In relation to the facilities occupied by the Company under licence from the Council, the plan identify any provision required by the Council under its capital programme, or through Council revenue budgets to meet planned or remedial maintenance requirements in any of these facilities; and,
- The plan details a list of any new items of equipment that were required to deliver the contracted services in the forthcoming financial year, together with a budgeted cost for the same to be procured by the Council and/or remain the property of the Council, in accordance with charity law.

5. It was agreed at the date of Transfer that the Trust would submit their first Business Plan and Budget in February 2016, in recognition of the fact that they were constituted in July 2015. The Business Plan for 2018 / 19 (Appendix 1) is presented to Council for approval, subject to budget, to meet the timescales set out in Para. 4 above as discussed at Council in February 2016.

REPORT

6. This Business Plan identifies:-

- the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its contractual obligations to East Renfrewshire Council (ERC);
- in relation to the facilities occupied by the Company under licence from the Council, the Council's capital programme building spend, and the Council's property maintenance budget;
- a list of New Moveable Assets which the Trust anticipates needs to be purchased in the forthcoming financial year, and a budgeted cost for the same;
- The Trust's proposal for the next Annual Service Payment.

7. Through consultation with staff, board and stakeholders, the business plan was developed to plan strategically how East Renfrewshire Culture and Leisure (ERCL) would deliver quality services, whilst building its resilience and sustainability. The vision, mission and values were considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.

8. The following strategic aims have been identified:

- Create a financially sustainable business model;
- Develop an understanding of customers and audiences and an offer that attracts them;
- Develop a strong, diverse, resilient and committed workforce;
- Establishing East Renfrewshire Culture and Leisure's role at the heart of Vibrant Communities; and,
- Developing resilient, dynamic and productive partnerships that are developed and nurtured.

9. These themes all support the Trust's charitable objectives and its plans for ongoing organisational development and service improvement, and reflect a shared ambition to grow culture and leisure services in East Renfrewshire, in terms of quality, range and scope. In addition, they specifically support the Council in meeting its commitments outlined in its Single Outcome Agreement (SOA) and community plans.

FINANCE AND EFFICIENCY

10. The Council budget for 2018/19 will be agreed in February 2018; as such the Trust Business Plan and associated proposed budget are offered for approval subject to final agreement with the Council.

11. Enhanced income generation is one of the principal aims of the Trust and the plan details a number of initiatives to maximise the income that the Trust can generate and so reduce its financial reliance on the Council to support its activities. Effective and efficient partnership with the Council is crucial in achieving this, especially with regard to the condition, maintenance, enhancement, refurbishment or replacement of facilities.

12. Reviews of pricing are ongoing in order that the Trust's commercial activities remain competitive. Last year a review of charges for the hire of spaces and facilities, was undertaken and implemented, and the concessions policy reviewed.

13. As part of the transfer of activities to the Trust there were initial savings of £1.3m identified in its first three years of operation, and a further £0.19m for years 2016/17 and 2017/18. £0.3M of savings has been identified for 2018-2021. The Business Plan and Budget will be aligned with the Service Payment to be agreed between the Trust and Council, and provide for reserves as per the Trust's Reserves Policy, whilst delivering savings to the council and investing in service improvements.

14. The Trust has reviewed targets for 2017/18. The Trust is currently performing ahead of previous years' performance, but down against some budgeted figures, and there has been some adjustment of income targets to reflect actual performance and changes to the market.

15. The Council continues to work with the Trust to identify opportunities for improvement, development and innovation, and supports the Trust in realising them.

CONSULTATION

16. The plan has been developed through consultation with staff, the board and stakeholders, including governing bodies, and national associations. It also responds to extensive feedback from both customers and non-users of the services.

PARTNERSHIP WORKING

17. The Partners involved in the various aspects of the Trust's activities are detailed at Section 4 of the Business Plan and working with them is included as one of the key strategic aims in Section 5.

IMPLICATIONS OF THE PROPOSALS

18. The approval of the Business Plan and the Budget, when confirmed, together with the revised Management Fee will allow the Trust to establish a stable and sustainable operating model which reflects the operating costs of East Renfrewshire's Sports, Libraries, Arts, Culture and Community Facilities. There are no other ICT, staffing or sustainability implications associated with this report.

CONCLUSION

19. The third East Renfrewshire Culture and Leisure Trust Business Plan gives a clear strategic direction that is in accordance with the Council's strategies and is supported by detailed operational plans which deliver the Council's objectives under the SOA and will guide the work of the Trust and its staff to deliver high quality services to the residents and communities of East Renfrewshire.

RECOMMENDATION

20. It is recommended that the Council approves the proposed Business Plan for 2018/19, subject to budget to be confirmed at a full Council meeting on 8 February 2018.

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Background Papers

1. East Renfrewshire Culture and Leisure Trust, paper to Council, 24 June 2015
2. East Renfrewshire Culture and Leisure Trust 2017/18 Business Plan 2017/18, paper to Council, December 2016



2018/19 ERCL Business Plan

**East Renfrewshire Culture & Leisure
Business Plan**

1. Executive Summary

We are committed to the preparation of an annual Business Plan, created through a business planning process outlined in the Services Agreement at the Trust's

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establishment in July 2015. This is to be presented to the Council not less than three months before the beginning of the financial year.

This Business Plan identifies:-

- the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its' contractual obligations to East Renfrewshire Council (ERC);
- in relation to the facilities occupied by the Company under licence from the Council, the Council's capital programme building spend, and the Council's property maintenance budget;
- a list of New Moveable Assets which the Trust anticipates needs to be purchased in the forthcoming financial year, and a budgeted cost for the same;
- The Trust's proposal for the next Annual Service Payment

However, effective planning requires both annual agreements and longer-term planning. This plan seeks to reflect both of those, with both Strategic Themes and their underlying and underlining service developments and improvements. The medium term Strategic Themes are covered in this plan, and the (annual) Operational Plans are included as a table.

Through consultation with staff, board and stakeholders, our business plan was developed to strategically plan how East Renfrewshire Culture and Leisure (ERCL) would deliver quality services, whilst building its resilience and sustainability. The vision, mission and values were considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.

The following strategic aims have been identified:

Create a financially sustainable business model, balancing strong ambitions with commercial viability

Develop an understanding of our customers and audiences and an offer that attracts them, working in partnership with organisations across the region to remove barriers to participation

Develop a strong, diverse, resilient and committed workforce, building on our commitment to growing people and ideas

Establishing East Renfrewshire Culture and Leisure's role at the heart of Vibrant Communities through the services we deliver, the opportunities we provide and the support we offer.

Developing resilient, dynamic and productive partnerships that are developed and nurtured to grow our business and maximise the impact we have in our communities.

These aims support our charitable objectives and our plans for ongoing organisational development and reflect our ambition to grow our services. They reflect our commitment to ongoing service improvement, a number of which are outlined in this plan. In addition, they support our principal partner ERC, in meeting its commitments as outlined in the Single Outcome Agreement (SOA), and its succeeding community plans, currently under development.

It is clear that there are a number of related but separate measures of success for ERCL as a whole, but ultimately success will be measured against our charitable purposes, and the impact we make on our communities; the outcomes we deliver for our partners; and the effect this has on the charity itself. We will consider the questions all charities should ask of themselves, namely:-

- Who are our users, and how many do we have?
- What is their experience of our services?
- How effective are we in achieving our charitable objectives?
- Are we doing the right things, are we delivering the right services?
- Can we deliver services better by working in partnership, or are we duplicating services?

To achieve the Strategic Aims will require improved data capture, benchmarking, summative, formative evaluation and use of measures and research. Some Performance Measurement tools such as the *How Good is Our Culture and Sport?* improvement framework developed by government and colleagues across the sector that can be utilised far more than they have to date.

There is a recognition that the establishment of ERCL on the one hand offers a huge opportunity to improve cross-service collaboration, but on the other that there are some distinct differences between the services (including both challenges and strengths) that need to be acknowledged.

These have a number of co-dependencies. Some service improvements require the modernisation of our business or new initiatives, whilst others are related to capital expenditure. The majority of these will be in partnership with ERC. Their management, delivery and subsequent operation may fall within this year's plan or subsequent ones.

This, our third Business Plan, for 2018/19 builds upon the successes of our first years operations, and sets out our plans for the coming year, and in some cases, beyond.

2. Introduction

The purpose of this business plan is to strategically plan how ERCL will deliver a quality and exciting portfolio of culture and leisure programmes whilst building its resilience, sustainability and brand.

These programmes are in sports, leisure, social and community activities; libraries, information services and learning; arts and heritage.

The key purpose of the plan is to:-

- A) Develop ERCL's vision and mission to ensure it is representative of our future goals and aspirations and those of our key partners
- B) Develop the business model to enable the Trust to become resilient and sustainable
- C) Review the resources required to deliver the business
- D) Establish the sustainability of ERCL by developing a robust financial plan and sound management
- E) Identify the strategic aims and objectives which will support delivery of the plan.
- F) Develop staffing, management and governance structures to deliver our objectives
- G) Contribute to East Renfrewshire Council goals and community planning objectives

3. The Vision for East Renfrewshire Culture and Leisure

3.1 Purpose (i.e. Charitable Objectives)

The Charitable objectives of the Trust are laid out in the *Articles of Association*:-

The Company will promote, advance and further Charitable Purposes and activities through the provision of services which enhance and contribute to the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) including, but not limited to, educational, sporting, culture and heritage based and community activities.

In promoting, advancing and furthering Charitable Purposes and activities the Company seeks to:-

- *encourage the population of the East Renfrewshire area to be more active in promoting and supporting the development of sporting and health and fitness opportunities that are accessible for everyone;*
- *support people to be more creative and nurture potential for personal success and wellbeing through the provision of cultural facilities and resources;*
- *help individuals and community groups to benefit from social engagement, community interaction and volunteering; and*
- *promote and make available lifelong learning opportunities, including the promotion of literacy and digital inclusion and stemming from these opportunities make a social and economic contribution to society.*

For the purposes of the Charities Act the following Charitable Purposes are relevant and have been identified as applicable from section 7 of the Charities Act:-

- the advancement of education;
- the advancement of the arts, heritage or culture;
- the advancement of public participation in sport; and
- the provision of recreational facilities, or the organisation of recreational activities, with the object of improving the condition of life for the persons from whom the facilities or activities are primarily intended.

3.2 Vision

“Our vision is to help and inspire people to be actively involved in sport, arts and culture.”

3.2.1 Realising our Vision Through Partnership

East Renfrewshire Council is our principal partner, and whilst we have others, the quality of our relationship is critical. There are a number of co-dependencies, many of which are so significant as to be determinants of our successes: the quality of the estate and the buildings we operate under licence; the support services provided by the council; our delivery of services which not only fulfil council statutory obligations, but contribute to wider health, education, inequality, or economic sustainability aims.

Our partnership also reflects the wider commitment to partnership working to deliver services to our communities which underpins the Community Planning Partnership of which we are part. Furthermore, we are still to meet the challenge of the Christie Report. *The Commission on the Future Delivery of Public Services* (2011) tasked the public sector with realigning public services to deliver better outcomes, and to do so more effectively as well as more efficiently. This demands collaborative working with clear goals, a shared vision and a commitment to our communities above everything.

Developing a Shared Vision with East Renfrewshire Council, and delineating that beyond the life of each successive Business Plan is critical, ongoing but pressing. Key elements of that shared vision will include the level of public subsidy culture and leisure services in East Renfrewshire need, (and the aspirations in relation to the cost of those services to the public purse); and the quality of the facilities, services and infrastructure in the authority needed to deliver those services at the right level or quality; and the extent to which we can work collaboratively to realise mutually held goals best. Key topics being explored are:-

- Our **ability to earn commercial income**, and the constraints upon that, or the enablers of it – principally the mix of culture and leisure facilities in the authority, the distribution of those geographically; the disposition of them operationally between ERCL and ERC; their quality and level of maintenance
- Our **joint commitment to service improvement**
- Our **commitment to supporting or sustaining growth** and development, not just within our organisation, but in the region as a whole in support of the Local Development Plan
- **Prognoses public funding** for public services generally and culture and leisure services in particular
- The scale of our **charitable and/or non-income generating activities**
- Our **partnership and collaboration with colleagues in other fields**

3.3 Mission

Our mission is to be the highest-performing Leisure Trust in Scotland.

We take this to mean that we will not only be more efficient and achieve more from our resources, but that we will grow with a view to becoming self-sufficient.

3.3.1 The Development of ERCL

In order to deliver against our vision we need to develop ERCL to the point that it can provide a sustainable, high-quality service that is responsive to the changing needs of the residents of East Renfrewshire, and the visitors to it.

This will require ERCL to work with its partners, especially ERC, to establish and maintain our portfolio of services. In particular, three areas are key:--

➤ **Infrastructure**

- we have facilities in the right places to cater for the population;
- that they are the right kinds of facilities, and they support us increasing participation
- they are maintained as fit for purpose and developed so as to attract customers

➤ **Services**

- we have the right programmes in place
- we have the right communication and evaluation programmes in place to respond to demand and feedback

➤ **Business Structure**

- we have the right level of integration or articulation between services
- to grow participation by cross-promotion
- we can respond to the complex inter-relationship between health and wellbeing and culture and leisure activity in its widest sense.

We should be looking at our existing programmes and where they are delivered, but also the associated elements of a successful, efficiently integrated and fully-mature culture and leisure service. This will involve consideration of the relationship between ERCL and key related services in areas such as Tourism, Outdoors and Events, Young People's Services, Community Learning and Development, as well as the relationship with health care partners and third sector organisations working to improve health and wellbeing. We remain keen to further explore the opportunities for partnership in these key areas:

- Sports Pitches
- Tourism & Events, including banqueting and corporate events
- Parks and Ranger Services
- Outdoor sports and leisure facilities
- Walking and cycling programmes
- Health & Wellbeing

3.4 Values

We are a charitable social enterprise, which means we work for the benefit of everyone: the public, the communities we work in, the environment, our staff and our partners.

These are our values:-

3.4.1 Community

*This means **we** care passionately about our mutual success, and are motivated to grow and develop by being part of a flourishing community*

This means I...

- *Take pride in my work*
- *Enjoy and have fun in my work*
- *Promote the enjoyment of sport and culture through my attitude and behaviour*
- *Promote a sense of community spirit and loyalty*
- *Always try to find new ways of involving people in sport and culture*
- *Take a pride in the look and feel of our venues*
- *Will be open minded - assuming anyone may be interested in any activity or interest*

This means I do not...

- *Focus only on 'my' area*
- *Believe some people have nothing to contribute*
- *Damage the Trust through my words or actions*

3.4.2 Pursuit of Excellence

*This means **we** continually strive to improve performance in all that we do.*

This means I...

- *Always seek to improve and develop*
- *Am positive and enthusiastic*
- *Am ambitious in my goals*
- *Am creative and innovative*
- *Am forward thinking and focussed on our goals*
- *Understand the widest plans and vision across the organisation*
- *Am not afraid to make suggestions and to aim high*

This means I do not....

- *Find excuses to do the minimum*
- *Stay in my comfort zone*
- *Cross every 't' and dot every 'i'*
- *Ignore opportunities to improve*

3.4.3 Customer Service

*This means **we** take pride in providing a quality service which meets the needs of all of our customers. We enjoy their custom and so they deserve our service which will be timely, responsive and proactive. We will deliver what we say we will deliver.*

This means I...

- *Will strive to exceed my customers' expectations*
- *Will be friendly, courteous and approachable, even when under pressure.*
- *Will show an attention to detail in everything I do*
- *Will view my behaviours and attitudes from the customers' perspective*
- *Will show care and compassion, even in challenging circumstances*
- *Find solutions or share ideas to make things better for customers*

This means I will not...

- *Leave problems for other people to sort out*
- *Hide behind rules or the way things used to be done if I can see a way of improving things*
- *Judge customers based on my prejudices*
- *Block positive changes*

3.4.4 Teamwork

*This means **we** celebrate and appreciate everyone's unique and positive contribution. Our diversity enriches us. Working co-operatively, listening to and respecting each other whilst putting the customer first.*

This means I...

- *Say thank you and well done*
- *Take time to get to know my colleagues*
- *Actively take part*
- *Support and trust my colleagues*
- *Provide constructive feedback*
- *Communicate properly*

This means I do not...

- *Leave things for others to do*
- *Refuse to accept when a decision has been made, and move on*
- *Undermine others or their success*
- *Think only about my needs*

3.4.5 Professionalism

This means we demonstrate the highest standards of behaviour and ethics, and always seek to improve by learning from others' best practice. Acting with integrity, reliability and responsibly.

This means I...

- *Always do my best*
- *Am positive and enthusiastic*
- *Use my strengths*
- *Encourage others to do their best*
- *Seek feedback*
- *Seek and give opportunities to improve practice*
- *Share ideas for best practice*

This means I do not...

- *Turn up late*
- *Take risks without thinking*
- *Only care about the short-term*
- *Block positive change*

3.5 The Board, Management and Staff

The Board of ERCL agreed, prior to the Trust going live in July 2015, a governance framework in line with best practice, including a Code of Conduct. The role of the board members as Charity Trustees is outlined in the code of conduct but is, in summary, to review management activities; scrutinise management performance; revise management proposals; and provide both support and challenge to management.

The governance structure provided for the establishment of the necessary sub committees, and the board agreed these committees at the meeting on the 27th April 2015, and agreed their membership at a subsequent meeting on the 20th May. The organisational structure of ERCL is shown below:-

The nine who comprise the Board have the responsibility to hold executive management to account in its' leadership of the organisation and have ultimate responsibility for oversight of the delivery of the objectives outlined in this plan and agreed with ERC. They also have responsibility for the Trust's compliance with OSCR regulations and the terms of the agreement(s) with ERC. The nine Trustees (four Elected Members nominated by ERC, and five Independent Members are joined by two Observers, both senior officers of ERC, but without voting rights. The role of the board members as Charity Trustees is outlined in the ERCL's Code of Conduct.

The remit, role, composition and purpose of each of these bodies are as follows:-

3.5.1 The Board

The Board meets quarterly to provide direction, guidance and oversight to the Trust's Executive. They are responsible for:-

- determining the direction of the Trust by agreeing plans and objectives;
- governing the Trust by establishing broad policies and overseeing their implementation.
- selecting, appointing, supporting and reviewing the performance of the chief executive;
- establishing the availability of adequate financial resources, including approving annual budgets
- accounting to the stakeholders for the Trust's performance.

Membership:-

Danny Devlin (ERC Nominee)
 Brian Davidson (Independent)
 Barbara Grant (ERC Nominee)
 Professor Grant Jarvie (Independent)
 Paul O'Kane (ERC Nominee)
 Steven Larkin (Independent)
 Colm Merrick (Depute Chair, ERC Nominee)
 Dr. Noreen Siddiqui (Independent)
 Jim Wilson (Chair, Independent)

3.5.2 The Trading Company Board (ERCLT Ltd) (a company registered in Scotland with number SC486591)

The Board of the trading company, ERCLT Ltd, meets quarterly and is responsible for the direction, guidance and oversight of the Trust's subsidiary trading company, and its activities. Members are appointed by the ERCL board but can include representatives who are independent of it.

Membership:-

Chair to be elected
 Brian Davison
 Danny Devlin
 Jim Wilson

3.5.3 The Finance, Audit and Risk Committee (FAR)

The FAR Committee meets quarterly to oversee and scrutinise internal controls, management accounts/budgets/cash flows etc.

- External audit
- Internal audit and controls
- Risk Register and Mitigation Actions
- Annual Financial Statements and Accounts

The FAR Committee are all appointed by the Board. All members are non-executive board members of the company; at least one member has recent and relevant financial experience (BD, Chair); the secretary of the committee will be the company secretary in due course.

The Committee can request that at least (part of) one meeting per year there is the option for attendance with internal and external auditors *without* executives present.

Membership:-

Brian Davidson (Chair)
Professor Grant Jarvie
Barbara Grant
Dr. Noreen Siddiqui

3.5.4 The HR, Health and Safety and Appeals Committee. (HRHSA)

The HRHSA Committee meets twice yearly to oversee and scrutinise HR issues and Health & Safety performance, and to hear appeals.

Membership:-

Paul O’Kane
Colm Merrick
Steven Larkin
Jim Wilson (Chair)

3.6 An Entrepreneurial Business Model

Planning for the launch of ERCL identified opportunities for refreshed service delivery including:-

- more effective and professional promotion and marketing of services;
- opportunities to improve service by strengthened partnership working;
- use of data/trends to develop programmes and services that increase visits and participation;
- development of Leadership and empowerment of existing staff will provide opportunity to improve service without capital investment;
- new approach to staff training – cross service training and multi–skilling for core staff;
- joint programming and shared events management leading to opportunities for larger scale events to raise profile;

- the ability to promote activity and services in a coordinated approach – cross selling more effectively in order to generate more income and promote services

Recent work across the services prior to the launch of the Trust focussed on the Customer Experience, and drove a number of service improvements such as the transformation programme in Sports and the development of local venue management teams, or the implementation of Customer Service Excellence in Libraries.

3.6.1 Customer Journey

As well as continuing these initiatives, and implementing lessons learned across all of the services areas, the next stage is to look at the Customer Journey. A Business Support Review has been initiated and undertaken from 2016-17. This has highlighted a number of areas that need addressing:-

- Poor online presence in terms of both marketing/communications, and bookings/sales.
- High levels of bureaucracy in processes causing ‘friction’ for customers and high-workload for staff.
- Processes that are inefficient
- High-levels of face-to-face contact between staff and customers are required to make payments or bookings
- High levels of telephone contact required, with limited ability to process payments over the phone
- High costs per £ earned
- Lack of clarity around actual costs of service delivery
- An increasing gulf between customer behaviours and expectation (online payments, smart-phone and mobile app transactions) and service design (face-to-face payment through particular channels / sites).

In addressing these issues we will provide a better customer experience; increase our sales and retention; remove costs by removing avoidable and expensive contact and shift customers to more convenient and cost-effective sales channels whilst streamlining our processes.

3.6.2 Commercialism

Similarly an understanding of the true costs of the business through greater scrutiny and control along with increased transparency in costs shared with partners such as ERC will allow us to be more commercial, and more responsive to challenges. This will include:-

- Flexible provision of services (including charging)
- The commercialisation of services where appropriate to maximise revenue streams or remove extraneous costs
- A strategic approach to procurement of supplies and services
- Working with ERC colleagues to deliver efficiencies in asset usage and operation
- Identifying ancillary income streams that can augment our core business

3.6.3 Community

If we are to be truly innovative in line with our avowed aspiration *to be the highest performing Leisure Trust* in Scotland we should be learning from best practice in other authorities.

Key areas for development include partnership working; community involvement in the planning and improvement of services; volunteering; and working with ERC to find innovative ways to deliver services.

| CUSTOMER | COMMERCIALISM | COMMUNITY |
|-----------------------------|------------------------|---------------------------|
| Avoidable Contact | Flexible Charging | Capacity Building |
| Channel Shift | Commercialise Services | Community Ownership |
| Customer Journeys | Strategic Procurement | Delegate Functions |
| Transactional Cost Transfer | Asset Usage | Transfer Assets |
| Efficiencies | Fundraising | Voluntary Organisations |
| Rationalisation | Planned Developments | Volunteering & Leadership |

4 Context

4.1 Leisure and Culture in East Renfrewshire

Before setting out the vision and objectives of the Trust it is important to consider the specific needs and requirements of East Renfrewshire as a local authority area. This sub section describes some of the individual factors that differentiate East Renfrewshire from neighbouring local authorities.

4.2 Single Outcome Agreement

The Single Outcome Agreement (SOA) is East Renfrewshire Community Planning Partnership's (CPP) commitment to working together to deliver a range of outcomes for the benefit local people. Its key focus is to improve the lives of the people of East Renfrewshire and promote equality and fairness. There are 5 key SOA outcomes. For the purposes of the Trust, some of these outcomes and objectives are particularly relevant:

SOA

SOA 1 – All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

SOA 2 - East Renfrewshire residents are fit and active and have the skills for learning, life and work.

SOA 3 – East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

SOA 4 - East Renfrewshire residents are safe and supported in their communities and homes.

SOA 5 – Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

Objective

1.2 – Our young children are healthy, active and included.

2.1 - Children are effective learners and their wellbeing is safeguarded

2.2. - Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.

2.3 - Residents have the skills to maximise employment opportunities

2.4 - Residents are active and optimise their health and well-being

3.3 – Our greenspace is maintained and enhanced and our environmental impact minimised.

4.2 Residents live in communities that are strong, self-sufficient, resilient and supportive

4.4 Residents are protected from harm and abuse and their dignity and human rights are respected.

5.1 – Older people are able to live as safely and independently as possible in the community and have control over their care and support.

5.2 Older people and people with long term conditions are supported to improve or maintain their quality of life.

5.2 Older people and people with long term conditions are able to live as independently as possible in the community and have control over their care and support.

4.3 The Local Outcome Improvement Plan

Throughout 2017/18 the Community Planning Partnerships will replace the Single Outcome Agreements with Local Outcome Improvement Plans (LOIP). These will include specific Local Action Plans targeting particular geographical areas identified as deserving particular attention, accompanied by thematic plans. We will work with ERC to develop the LOIP for East Renfrewshire.

4.4 The Local Development Plan for East Renfrewshire, 2016-2020

The First Local Development Plan for East Renfrewshire envisaged delivering growth for the authority, attracting people to live and work in the authority. A measure of success is the extent to which East Renfrewshire has established itself as one of the most desirable places to live in Scotland. The challenge now is to sustain that growth, and satisfy the needs of those people attracted to live and work in the area. The second plan, published in 2015, aims to do that, “to maintain and build on the areas’ qualities”.

A key challenge for us is ensuring that the infrastructure, services and facilities we need to deliver the right level of culture and leisure services can be put in place. As the plans states, new facilities will be required:

Growth will lead to an increased demand for school places and new community (including religious), leisure and educational facilities. It is necessary to ensure future needs are met by ensuring that new facilities are integrated and accessible to local communities, which will help to establish sustainable, healthy and well-connected communities.

This will require:-

- Revision of the planned maintenance regime in facilities to achieve investment in them to be fit for purpose, (as envisaged by ERC’s proposed Corporate Landlord model)
- Upgrading of facilities through targeted capital planning
- Plans to develop facilities in existing communities which are not catered for
- Plans to accommodate the demand arising from planned housing developments
- Plans to meet existing demand which our existing facilities do not cater for

4.5 Current Delivery Structure

ERCL is currently structured around operational services, headed by managers. These differ in size, and have slightly different management arrangements. These are:

- Operations (Sports and Cultural Venues comprising Eastwood Park, The Foundry, Eastwood High School and Neilston Leisure Centre, Swimming, Health & Safety)

- Sports and Physical Activity (Sports Development, Active Schools, Gyms and Fitness, Physical Activity, Health, Wellbeing and Get Active Programmes)
- Libraries & Information Services, (10 Libraries; Information Services, Support to School Libraries).
- Communities and Arts (18 Community Facilities and Pavilions; evening and weekend school lets, Heritage Services, Arts Development and Performing Arts inc. Eastwood Theatre).

Work is underway to review the management arrangements, (some of which are temporary and were put in place before the Trust was launched).

4.6 Strategic Frameworks

This business plan, the strategic aims it outlines, and the operational plans which are structured to deliver them has been developed to be consistent with the strategies for sport and physical activity, libraries and arts developed by ERC (by current ERCL employees prior to the launch of the Trust); and the strategic frameworks created by the two networks groups for culture and leisure services in Scotland: VOCAL Scotland (The Voice for Chief Offices for Culture and Leisure), and Sporta Scotland (the national membership body for social enterprises in culture and leisure).

Sporta Scotland's vision for a more active Scotland is underpinned by six strategic aims, which this plan accords with:-

1. We Encourage and Enable the Inactive to be More Active
2. We Encourage and Enable the Active to Stay Active Throughout Life
3. We Develop Physical Confidence and Competence From the Earliest Age
4. We Improve Our Active Infrastructure – People and Places
5. We Support Wellbeing and Resilience in Communities Through Physical Activity and Sport
6. We Improve Opportunities to Participate, Progress and Achieve in Sport. ¹

VOCAL Scotland's Vision sets out the argument of how to make use of the power of culture and sport services as a meaningful way of tackling the most entrenched social and economic challenges of our time. It also argues that services should be aligned more clearly with local and national priorities, not least to secure the most effective and efficient outcomes in these areas:

¹ *The Role of Scotland's Trusts in Health Improvement*, Sporta, 2016

1. A sustainable Economy (developing skills for employability; building a resilient and creative workforce, strengthening identity for inward investment and regeneration, achieving impact both directly and indirectly through tourism)
2. Tackling Inequalities
3. Physical and mental health and wellbeing
4. Empowering Communities.²

Both VOCAL and Sport Scotland articulate a common vision which involves a move away from seeing culture and sport provision primarily as one of service delivery, to one where the outcomes secured through active participation in culture and leisure can be considered as a far more effective return on investment in meeting a range of social economic, health and wellbeing objectives. In this context, they also serve as a prospectus for investment in culture and leisure, when programmes, used as early intervention, can reduce demand on other core services.

The National Library Strategy – *Ambition and Opportunity: A Strategy for Public Libraries 2015-2020*³ outlines six strategic aims (including one on which ERCL staff lead). Our vision for libraries and information services is entirely consistent with these aims, which are:-

1. Promotion of reading, literacy and learning
2. Promotion of digital inclusion
3. Promotion of economic well-being
4. Promotion of social wellbeing
5. Promotion of culture & creativity
6. Libraries as excellent public services

² *Making a Difference: Culture and Leisure Services in Scotland*, VOCAL, 2012; *The Future of Culture and Sport in Scotland*, VOCAL, 2015; <http://www.vocalscotland.org.uk/wp-content/uploads/vocal-online2.pdf>

³ <http://scottishlibraries.org/wp-content/uploads/2015/01/Strategy.pdf>

4.7 Our Partners

4.7.1 East Renfrewshire Council

East Renfrewshire Council established ERCL and our success is of primary importance to the Council. A Services Agreement provides for a large part of the culture and leisure services, which ERC is statutorily obliged to provide, to be delivered by ERCL, and how those services are to be paid for. In addition, under a Support Services Agreement and for a minimum of the initial period of three years, the Council will provide support services such as Finance, Legal and HR Services (plus 16 other services) through Service Level Agreements (SLAs).

For ERCL to deliver maximum benefit to the people of the East Renfrewshire area it must continue to work in partnership with ERC to ensure that shared objectives and priorities are achieved.

4.7.2 Other Key Partners

The list below is not exhaustive but serves to give an indication of our key partners. Partnership working is largely undertaken on an informal basis; however some formal agreements are in place

| Partner | Relationship |
|--|--|
| General | |
| Other Local Authorities/Trusts | Working together on cross boundary programmes |
| Heritage Lottery Fund | Funder of projects and programmes |
| Uplawmoor Development Trust | Support and advice for projects within Uplawmoor |
| Neilston Development Trust | Support and advice for projects within Neilston |
| Eaglesham and Waterfoot Development Trust | Support and advice for projects within Eaglesham |
| Health and Social Care Partnership (HSCP) | Community Health Partner |
| Renfrewshire Association for Mental Health (RAMH) | Community Health Partner |
| Culture | |
| THUGs (Theatre User Group) / Amateur Theatre Companies | Theatre Hire and long-term 'resident' arts companies |
| Creative Scotland | Funder of programmes, buildings and marketing |
| Barrhead and Neilston Historical Association | Support and advice for heritage queries and projects in Neilston |
| Eaglesham Historical Association | Support and advice for heritage queries and projects in Eaglesham |
| Scottish Libraries Information Council (SLIC) | Local Authority Library network and funding |
| Scottish Book Trust | Support for literature development and funding |
| Glasgow and Greater Clyde NHS Health Improvement Team | Support for health information and health literacy programmes |
| Early Years Collaborative | Support and advocacy for work with young children and their families |
| Mure Hall Committee | Library is based in Mure Hall. The committee have management responsibility for building |

| | |
|-----------------------------------|---|
| Venues | |
| University of West Scotland (UWS) | Foundry client |
| WorkER | Foundry tenant |
| Skills Development Scotland | Foundry tenant |
| John Hamilton and L&C Brown | Caterer, Barrhead Foundry |
| Sportsmax | Licensed retailer |
| Woodfarm Management Committee | The committee have management responsibility for the building |
| Beangrinder | Caterer, Eastwood Park |
| DiversityER | Partner in delivering BME Swimming programmes |
| | |
| Sports | |
| Scottish sports governing bodies | Funding and programme development |
| Sport Scotland | Funding and programme development |
| Sports Clubs | Programme collaboration |
| Royal Lifesaving Society | Accreditation and training partner |
| Ren '96 | Barracudas Development Group (Swimming Club partnership) |

5 Strategic Aims

Reflecting our vision and objectives we have identified activity priorities which go beyond the life of this Business Plan. We feel it is important from the outset to be looking forwards and to articulate how we intend the organisation to develop within its governance framework, operating environment and partnerships. Priority outcomes for the first four years are outlined below and in Section 8, firstly by theme and secondly as time-bound programmes for implementation over the next three years.

5.1 Themes

5.1.1 Strategic Aim A - A Financially Sustainable Business Model

We will be realistic and aware of our how best we can and will use our assets to generate earned income and reduce expenditure. We will develop a collective responsibility for the financial stability of the organisation and we will be meticulous in our tight financial control. We will balance strong cultural and sporting ambitions with commercial viability. Our Board will be engaged, proactive and trained, capable of strong oversight and able to support the Executive Team in the achievement of the organisation's strategic and artistic ambitions.

We will:-

- Optimise our business processes through the implementation of the Business Support Review .
- Maintain succession and business continuity plans, and review them at regular intervals
- Continue the shift of sales and bookings to digital channels begun with Learn 2, including a move to direct debit across swimming programmes
- Remove avoidable contact and reduce costs from customer services
- Develop a Commercialisation Strategy that includes ancillary income streams
- Review and refine our Service Level Agreements with partners
- Take a strategic approach to procurement of goods and services, with revised processes and procedures
- Work with ERC to develop an Asset Management Plan for ERCL licensed properties.
- Work with ERC to develop appropriate infrastructure to give us competitive advantage

5.1.2 Strategic Aim B - An Understanding of our Customers and Audiences, and an Offer that Attracts and Inspires Them

We will develop an understanding of who uses and who does not use our facilities and services. We will work in partnership with sporting, cultural, civic and community organisations at a national, regional and local level to deliver a multi-layered approach to increasing attendances, particularly by people currently least engaged in sports, arts and culture. We recognise the different barriers to access of different demographic groups and will create targeted initiatives to remove these barriers. We will redesign our business to align our business processes to the needs of our customers to enable us to be efficient, responsive, competitive and always focused on a quality experience for our customers. Our vision for ERCL is customer focused

and aims to increase the breadth, depth and quality of experiences for audiences and participants. Connecting people with each other and with their communities will mean we will be a hub for the regions residents and visitors.

We will:-

- Implement the redesign of our services to include a simpler pricing model, a streamlined Concessions Policy, more flexible packages and more customer friendly operating hours
- Explore how we meet the challenges of sustaining growth within East Renfrewshire, in particular how our venues relate to the growing population, new housing or rising aspirations for East Renfrewshire as a place to live and work
- Develop a Marketing and Communications Strategy which includes
 - a) an Engagement Plan for engagement with Customers, Funders, Partners, Stakeholders, Communities and groups
 - b) a Marketing plan that reviews and optimises our marketing activities and collateral between printed and digital media.
 - c) an internal communications plan that will allow all staff to become ambassadors and cross promote and sell services.
- Implement Customer Service Excellence in Sports (Venues and Development)
- Plan, develop and test new products to enrich the ERCL offering.
- Review our Venue Programming and Pricing to create a clear and coherent approach, including a comprehensive review and harmonisation of our lettings policy and pricing

5.1.3 Strategic Aim C - A Strong, Diverse, Resilient & Committed Workforce

We will have an open and honest approach to providing opportunities for people and ideas to grow within the organisation. We will share one vision, our brand and our values across all areas of operations. We will utilise talent and create a team which is flexible, responsive and welcoming to a mix of voices & cultures. We will create a culture of continuous improvement; quality services and team working. We will create increased expectations of performance and empower staff to meet these.

We will:-

- Maintain the internal communications, including staff newsletter; development of intranet; staff-managers meetings and internal blogs.
- Develop a People Strategy that includes training and development at Corporate and Service Levels;
- Develop a Staff Benefit Scheme, the implementation of Healthy Working Lives for ERCL,
- Review the revised and relaunched appraisal process
- Develop a staff volunteering scheme.
- Maintain the Staff Forum with regular meetings and revised terms of reference

5.1.4 Strategic Aim D - Vibrant Communities

ERCL seeks an East Renfrewshire where sport, art and cultural community participation is a way of life for everyone; where it is at the heart of our communities and makes a positive impact on everyone's lives.

We will take a considered approach to the range and scope of our services, working with communities to identify need, and the best ways of meeting it. We will consider our facilities and programmes in the widest terms so as to consider not just direct outcomes (e.g. participation and consequent benefits), but indirect ones such as Social Isolation. We will support the development of the physical, economic, cultural and human assets of the communities we serve.

We will:-

- Look at the balance and distribution of our services, facilities and programmes geographically, demographically and by sector
- Explore the use and non-use of our facilities and how we can best programme or utilise them, for example by working with colleagues in Health and Social Care to use our facilities for more coherently tackling social isolation or access to mainstream services.
- Develop coherent capital plans for the upgrading of existing buildings, or the development of new facilities in line with the Local Development Plan, and wider market challenges.
- Align resources from all our partners both locally and nationally bringing together the expertise, investment and information to effectively join up the different parts of culture and leisure systems
- Work with ERC on the development of the Local Outcome Improvement Plan to replace the SOA; any attendant Local Improvement Plans for targeted areas; and action plans in relevant areas such as health and wellbeing
- Focus time, expertise and governance, embedding a positive culture and developing clear and measurable goals by making better use of evidence and information to support planning and improve services and accessibility.
- Work with ERC on any proposals for Asset Transfer or under the Community Empowerment Act.
- Continue to develop the Sports Hub model with new Community Sports Hubs
- Working with colleagues in ERC and other community partners, develop out of school activities in sport and culture, with a clear focus on educational attainment, social and emotional development and participation in culture and sport
- Look at ways to learn and share knowledge within the region or within the sector to create areas of best practice and innovation
- Identify new opportunities within ERCL through volunteering, internships or placements
- Support community capacity building through education, training and professional staff engagement and intervention

- Identify new opportunities to facilitate CPD for external organisations, including external training through Trust staff and team expertise i.e. training packages on community capacity building, community engagement, wellbeing indicators

5.1.5 Strategic Aim E - Resilient, Dynamic and Productive Partnerships that are Developed and Nurtured

We will work to develop effective and meaningful partnerships that will support our work; help achieve best value in the provision of our services and programmes; and maximise returns on our investments both financially and in terms of impact. We will look for partnerships – including commercial ones – which demonstrate our ability and desire to work with (commercial) partners to support them and broaden our profile.

We will:-

- Develop a Partnership Strategy that outlines the priorities for assessing any partnership, be they help in achieving market share, brand awareness, participation or affinity
- Continue to explore how we can realign our services or assist partners in doing so, so as to achieve the most effective returns for our collective resources
- Develop a Sponsorship policy that is clear about recognition and association, and creates a framework and guidelines for assessing the ethical and value-fit of any potential partnership

6.0 Marketing

6.1 Context

The value and popularity of local authority provided culture and leisure services, including those provided via leisure trusts and other arms-length organisations has remained strong in recent years, despite various pressures.

Across culture and leisure services, costs per visit/attendance have significantly reduced since 2010/11. Substantial increases in visitor numbers for sports (16.8%), libraries (29.8%), and museums (36.6%) have been achieved against a backdrop of a 12% reduction in net expenditure. The growth in visitor numbers has slowed in the past 12 months. Public satisfaction rates for all culture and leisure facilities have fallen in the last 12 months.⁴

In 2016 the vast majority of adults (79 per cent) had taken part in physical activity and sport in the previous four weeks, down 1% on the previous year. Recreational walking (for at least 30 minutes) has consistently been the most common type of physical activity. Participation has risen from 57 per cent in 2011 to 67 per cent in 2016. Excluding walking, just over half (51 per cent) of the adult population participated in physical activity and sport in the four weeks prior to interview. This has remained broadly constant since 2007...⁵

Frequent participation (on more than 15 days in the past 4 weeks) was undertaken by just under half (48 per cent) of people. This was a slight drop from 50 per cent in 2015 but a pronounced improvement from the 36 per cent of 2007. Cultural services achieve some of the highest levels of satisfaction of any local authority services.⁶

Women, younger people, those with degrees or professional qualifications, those with good physical and mental health and those living in less deprived areas are more likely to attend cultural events.

Local authorities invest approximately 90% of the total spend for sport in Scotland.⁷ There are 12,298 sports facilities in Scotland, two thirds of which are provided by local authorities, employing 16,000 staff and 10,500 volunteers.⁸

There are 31.7 million visits to the 545 public libraries in Scotland. Libraries provide nearly 9 million hours of internet access.⁹

Scotland's local authorities spend 4.9% of their total budgets on culture and leisure services. This works out at a very cost effective 32 pence per person per day for every library, park and open space, museum, gallery, sports and community centre.¹⁰

⁴ Scotland's People Annual Report: Results from 2016 Scottish Household Survey, Scottish Government, 2017.

⁵ Ibid

⁶ Ibid

⁷ SPICe Briefing: Community Sport, SPICe Information Centre, Scottish Parliament, 2012: 30.

⁸ Sporta, 2017

⁹ CIPFA Cultural Statistics in Scotland, 2011, CIPFA, 2012.

Adults (including non-users) were generally more satisfied with local authority services provision in 2015 than they were in 2007. Library services saw a decline in reported satisfaction during this period (6 percentage points, from 55 per cent in 2007 to 49 per cent in 2015).

In 2015, around nine in ten adults who had used these services were very or fairly satisfied with each provision. This is particularly true for libraries which have the highest satisfaction rate among users (92 per cent)

6.2 The Market

6.1.1 Demographics in East Renfrewshire

East Renfrewshire is situated to the south of the city of Glasgow. It covers an area of 17,400 hectares; 85% of which is rural land. The town of Barrhead lies to the west of the authority with Newton Mearns, Clarkston, Giffnock, Thornliebank and Busby located in the east. There are also three villages: Neilston, Uplawmoor and Eaglesham, and two smaller settlements: Waterfoot and Shillford. The area is divided into ten community council areas.

In 2011 the population of East Renfrewshire was 90,574, an increase of 1.4% since 2001. The East Renfrewshire population is estimated to grow by a further 5.4 per cent by 2025. The older population is expected to increase with the proportion of those over 65 predicted to account for 28.7% of the population of East Renfrewshire by 2035, and equate to 25,600 people.

Working age people living in East Renfrewshire is expected to fall from 64% to 59%. The proportion of young people under 15 is expected to fall slightly by 0.3% over the next decade (to 2021).

Of the 37,225 households in East Renfrewshire, married or same-sex couple families (either with or without children) were the most common household type at 34%. This was followed by households with one person aged under 65 living alone or with one person aged 65 or over living alone. Lone parent families accounted for 10% of all households. ERC is higher than the Scottish average in households with married / civil partners with dependent children (21.1 %).

East Renfrewshire is one of the most ethnically and culturally diverse areas in Scotland, with significant Jewish and Muslim communities. The number of residents from an ethnic minority background in East Renfrewshire increased from 3,436 in 2001 to 5,363 in 2011, an increase of 56%. In 2011, ethnic minority residents accounted for 5.9% of East Renfrewshire's population compared to 4% in Scotland. The most prominent among minority ethnic groups in East Renfrewshire are Pakistani Scottish / British and Indian Scottish/British.

16.7% of East Renfrewshire's population self-report to have a long term health condition which has an impact upon their routine daily activities; this is slightly below

¹⁰ CIPFA Rating Review: 2010-11 Estimates.

levels experienced in all of Scotland – 19.6%. Barrhead is notable among East Renfrewshire's communities in that it experiences a higher level of limiting and long-term health conditions - 21.8%- compared to Scotland as a whole.

6.3 Competitors

6.3.1 Sports

27.6% of ERCL's earned income is through the Active Zone Gym Memberships. This amounts to £1,173,000 budgeted for 2018/19. Growing this successfully is critical to the success of the Trust.

In the sports and leisure sector, the gym market is currently divided into three segments:

- a) low-cost, with monthly membership fees below £20
- b) mid-market, with fees below £40 and
- c) premium.

The market is extremely competitive. ERCL faces competition from direct and indirect competitors:-

- budget gym operators in our catchment area, poaching customers from mid-market operations such as ours¹¹
- mid-market (private) operators in our catchment offering better cost and/or value propositions
- neighbouring public-sector operators (leisure trusts) enticing East Renfrewshire staff and public on the basis of cost and/or quality

In addition the condition of facilities is regularly cited as a reason for cancelled memberships, and a frequent source of complaints. We require ERC's ongoing support to address this, and the following are some projects we are actively working with ERC to ensure continued development of the estate.

- Barrhead Foundry, this award winning site had (5.5m spent on 2014/15), and has radically changed the operating model from a sports centre to the hub of the community. In excess of £2m of further investment will be made from Jan 2018, with some further investment required in the coming years to complete this ongoing project.
- Eastwood Park Complex is in a declining state, engagement has been made with specialists to look at the future options for this facility with a report going to ERC to propose future options for provision for this area.
- Neilston Leisure Centre, development of this site is being looked as part of the master planning for Neilston.

¹¹ Strategic insight reports such as "Oxygen Consulting" predict that National chains of low-cost, self-service gyms are set for accelerated growth in 2015/16 introducing new nationwide brands to the high street, bringing down monthly membership fees across the industry, grabbing market share and further squeezing established middle market gym providers. *2014 Review of the UK Health and Fitness Industry and Outlook for 2015* Ray Algar, Oxygen Consulting, 2015

Coached activities are less susceptible to direct competition, though local club activities, managed through the Sports Hubs Models to offer some potential competition.

Swimming lessons are primarily susceptible to competition from other local authority or leisure trust providers. Whilst locality / proximity are the main determinants in customer's choices, the repeated closure of pools for any period during swimming lesson blocks displaces customers to other providers. With the closure of Barrhead (being rescheduled) this means the Swimming Lesson programme faces some future challenges. Whilst data is patchy, it seems to support the idea that once lost, these customers stay with their new lesson providers for the duration of the child(ren)'s learning.

6.3.2 Community Facilities

Community Halls provide valuable meeting and social space for a wide variety of customers to gather, learn, play, socialise and celebrate family and "life" events. Community Halls become hubs providing shelter and information at times of emergency for local communities. The strength of community halls lies not only in their location at the heart of communities but in their versatility, multi-purpose space that can be set to facilitate hundreds of activities reflecting the diversity of community and customer base. Despite the uniqueness of this service there is still external competition from various charitable and commercial operations e.g. church halls, pubs offering free social function space, coffee shops, and internally from ERCL libraries (this will be addressed as part of our letting policy review). It is hoped that future development in our bookings system will allow us to identify "last minute" availability to generate additional income at no additional cost.

The cost of hall hire for regular weekly bookings, commercial activity and social functions is at the upper end when benchmarked with similar providers and in order to sustain a continued increase in charges there would be a need to invest and raise the condition of halls across our portfolio. (This is not accommodated with core budgets.) Community and non-commercial bookings partially recover the cost. However in recent years, social function and commercial booking charges have been increased to move to full cost recovery/modest profit across the service as a whole.

In order to maximise income to ERCL consideration should be given to responding to specific demand made of us in the wedding and conference market. However, we are not currently able to offer a "full package" i.e. a package including catering and events planner (cited as the main reason for customers choosing other providers). This would need to be addressed as part of the Commercialisation Strategy.

There is currently no advertising budget associated with Community Halls and current demand matches current staffing levels. The Wedding income we generate from Eastwood House for example is generated from onward customer

recommendation and our existing website. Currently we host around 40 weddings per year, down from around 5 times that number in the last decade.

6.3.3 Arts

Competitors in arts, heritage and theatre are out-with the area, although there is increasing interest from external organisations to develop offerings in our market as they see the scale of the untapped market and seek to build on previous successes.

6.3.3.1 Visual Arts

Classes have little competition in the area and there is scope for development, particularly across the region into many other venues and facilities. East Renfrewshire Council Departments and Health and Social Care Partnership (HSCP) have commissioned external artists for large scale projects recently, many of which have not involved ERCL. Therefore we require to raise our profile and partnerships potential by communicating our services and increasing reputation.

6.3.3.2 Performing Arts

Other than one national theatre company providing youth training within the area and two on bordering local authority areas, there is potential for developing youth theatre and educational links. Competition in programming comes from Glasgow based theatres, although smarter programming and a better customer theatre experience could eliminate this competition.

There is a considerable market for dance, especially performance and rehearsal spaces with sprung floors, which is not provided for in the area.

6.3.3.3 Heritage

Other than some small occasional projects there is little competition and much opportunity, particularly for grant-funded projects. Demand for Heritage Services has in recent years outstripped the limited provision afforded by one part-time Heritage Office. This is being addressed.

6.3.4 Libraries

There is little direct competition for most library services, though more generally consumer habits and technology are bringing increased demands on library service to compete more effectively in the digital space:-

- Book lending in public libraries has dropped over 20% in 4 years
- 16% of us now have an e-reader, and sales of e-books are rising, as are e-book loans from libraries.
- Four in ten households have a tablet and a majority have smart phones.

There has been an explosion of Massive Open Online Courses (MOOCs) making access to knowledge within easy reach of everyone with a computer and broadband connection.

Some products or services will need to be phased out as technology and customer preferences change. DVD rental, for example, in the past has accounted for as much as 20% of libraries earned income, but this has halved in recent years and continues to fall.

6.3.4.1 Reader Development

This has been increasing competition in this area with other organisations looking at preventative approaches through literacy and literature. However, our infrastructure in libraries is well-developed, offering potential to increase our activity, mobilise better, and develop stronger partnerships.

6.4 Pricing

Across most of the ERCL's business pricing is towards the upper end of the range, and will need to be reviewed in on an ongoing basis in line with market changes:-

- Sportscotland review of sports charging identifies pricing at ERCL Leisure Centres at the top end of charging scale.
- Pricing for arts development classes are at the higher end when compared to other local providers.
- Theatre charges have increased over the last 36 months with no impact on number of hires - demand continues to exceed capacity, in part due to the fact hire charges are still below benchmark venues.
- In Community Facilities charges are currently mid-to-high dependent on customer. Commercial and social function income is at the high end in comparison to competitors. The first of two price increases agreed by Council prior to the launch of the Trust was implemented in 2016 with a further scheduled for April 2017.

A review of our letting policy across ERCL was undertaken in 2017. Implementation of a number of consequent initiatives will continue over the coming year, further simplifying and harmonising our offer.

A review of our concessions policy was undertaken in 2017 and will be implemented in the coming year to create a customer offering which reflects the demographics of our market; helps support increased participation in our services by the most vulnerable, whilst growing income in key areas to further subsidise and expand these services.

6.5 Product Development

A number of new products or programmes are planned for the forthcoming financial year together with a review of programming in venues to maximise the efficient use

of spaces, reduce programming conflicts, and ‘sweat’ the available assets more effectively. These are detailed in the individual plans at Section 8 below. They include a number of new sports and arts classes and programmes, together with extensions to currently successful (paid-for) activities such as Gymnastics or Arts Classes. Pilots of projects aimed at current non-users or hard to reach audiences, such as the development of culturally sensitive BME swimming programmes, have the potential to grow audiences and income but also to widen participation in significant ways.

A new commercialisation strategy will look at ancillary income streams (some of which will be new) in addition to the more effective marketing and development of existing activities.

7.0 Financial Analysis

7.1 Financial Summary 2016/17

The Trust reported an operating deficit of £0.5m for the year ended 31 March 2017 (2016: £2.1m deficit), which was in line with expectation due to the level of change underway to transform the operations. This is before allowing for the net actuarial gain of £1.825m in respect of the multi-employer defined benefit pension scheme.

In summary, the financial position for the period ended 31 March is noted below:

| £k | Year ended 31 March 2017 | 9m to 31 March 2016 | Movement |
|--|-----------------------------|------------------------|----------|
| Income | 8,161 | 6,600 | 1,579 |
| Net (Expenditure) / Income | (500) | (2,096) | 1,596 |
| Actuarial Gains | 1,825 | 2,118 | (293) |
| Total funds (after retirement benefit scheme gains) | 1,347 | 22 | 1,325 |

The second year of trading has supported us in meeting our charitable aims and objectives, with our year-end financial position providing a stable base from which we can continue to meet our commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities (£4.0m) (2016: £2.8m), as well as a Management Fee received from ERC of £4.1m (2016 of £3.4) for our work in managing the Leisure, Library, Arts and Community facilities within the local area.

The primary areas of spend are people £6.3m (2016 £4.9m), Property £0.4m (2016: £0.4m) and Supplies and Services £0.8m (2016 £0.6m).

(Note: prior year comparatives relate to a 9 month trading period for the Trust, which started trading on 2 July 2015).

7.2 Reserves Policy

During 2015/16 the Trust agreed to build reserves over the first three years to a level of £250,000 to enable the Trust to manage financial risk and help deliver the Trust's commitments. It was recognised that this was our initial target and would therefore be regularly monitored and reviewed annually by the Finance, Audit and Risk committee. At the year end the charity had total funds of £1,347,158, of which, £14,350 was restricted, leaving £1,332,808 as unrestricted. Of this amount £165,000 is designated for restructuring and rebranding and £1,131,000 represents the unrealised gains on the pension scheme leaving free reserves of £36,808.

The Trustees continue to strive to create a £250,000 unrestricted non-designated level of reserves, but also to continue to rely on assurances of ERC as the sole member, to fund the Trust to meet its liabilities as they fall due, should the Trust be unable to do so.

7.3 Investment Policy

ERC manage investments on behalf of the Trust following their own organisational investment policy, primarily aimed at mitigating risk associated with safeguarding funds, ensuring liquidity of these funds and finally investment returns. As a result, the policy aims to invest cash and cash-like investments up to a maximum level on acceptable counterparties. Activity is monitored regularly and the policy is reviewed annually.

Any surplus funds held by the Trust are placed on deposit in line with the Treasury Management policy.

7.4 Fixed assets

The Trust has a maintenance lease agreement with ERC for the use of the buildings and equipment linked with the charitable activities and as such these assets do not belong to the Trust.

7.5 Budget 2018/19– to be agreed

8.0 Plans 2017-2020

The first year's business plan included detailed a operational plan organised by department or business units, with over 140 actions. This was a useful first exercise in capturing service team's aspirations and the corporate plans for the initial years.

For subsequent years the planning was re-orientated. Inter-departmental and inter-disciplinary teams were brought together with a Senior Manager as Champion to review and re-cast the operational programmes, with a particular focus on change programmes, distinguished from day-to-day operations. They were drawn from across the organisation's staff groups at various levels to undertake a 'logic-modelling' approach, mapping the relationships between the resources, activities, outputs and outcomes needed to deliver against our 5 strategic aims, with each strategic outcome shown with its' underlying intermediate and service-level outcomes, necessary actions, and indicators. (In the process it was agreed that whilst improved and stronger partnerships (Strategic Aim E) were an objective in themselves, they were more particularly a means to the successful realisation of the other strategic aims, so attention focussed on these.

These operational plans with their measures and noted champions are included as an appendix, together with the more detailed 'driver diagrams' from which the plans are drawn.

These planning groups meet quarterly to review each of the driver diagrams and action plans, and their progress in delivering the strategic outcomes.

9 Key Performance Measures

9.1 Reporting

A framework for reporting was laid out in the Transfer Agreement that addressed the co-dependent nature of many of the issues around service delivery: buildings maintenance, investment, support services, operational management etc.

- *The Council shall provide to the Company at regular intervals (as a minimum on a monthly basis), and when reasonably requested by the Company, reports containing management information, current levels of expenditure, available budget, potential target areas for works at the Facilities and any other information reasonably requested by the Company.*
- *At the end of each Financial Year the Council shall seek feedback from the Company, which shall include feedback from the Company's individual building managers on the Council's and/or PATS' performance. The Company shall provide feedback and comments within one calendar month of the end of each Financial Year.*
- *Following receipt of the Company's comments and feedback the Parties shall arrange to meet within a reasonable period of time undertake a consultation and review process to identify improvements to be made in delivery of the services outlined in Clause 11.10.*
- *On an annual basis the Council shall provide a report to the Company setting out in sufficient detail the proportion of the budget that is allocated to service contracts, measured term contracts and the amount that is available for spend on planned or reactive maintenance at the Facilities.*

These Performance Reports will comprise reports against a suite of performance indicators, including those required by the Scottish Government; those required by the Council; and those required by the ERCL Executive and Board.

9.1.1 Non Statutory Performance Reporting

East Renfrewshire Culture & Leisure will report on, or develop systems for reporting on, the following non statutory performance indicators on a quarterly basis (unless otherwise stated):

Absence:-

The average number of days lost due to staff absence during the year, per employee and as a total number of days lost.

Customer Comments:-

- The total number of comments received, also expressed per 1000 population.
- The total number of complaints received, also expressed per 1000 population

Targeted Participation:-

We will also report on the percentage usage rates of key equality groups, and a methodology for doing this will be developed in concert with ERC.

Health and Safety:-

We will provide an annual Health and Safety report, with a mid-year interim report, detailing the number of reportable injuries; the number of serious reportable injuries, also expressed as a Reportable Injury Rate per 1000.

Performance Indicators

The Performance Indicators for the Trust as a whole relate to statutory, non-statutory, industry bench-marking or funding partner requirements, and can differ between service areas due to the nature of the services, and the reporting standards or conventions in different sectors. Many have evolved over time to allow national benchmarking, for example. For each of ERCL’s service areas they are as follows:

9.2 Libraries

| | |
|------------|---|
| | |
| Section | Libraries |
| Aims | <ul style="list-style-type: none"> • To provide a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand • To provide access to information and promote and support digital inclusion • To promote social well-being by providing space, resources and activities for the community • To promote culture and creativity and increase cultural engagement through a program of events and activities • To promote economic wellbeing by supporting customers through 'digital by default' and Universal Credit |
| Indicators | <ul style="list-style-type: none"> • Number of Active Borrowers per 1,000 population • Number of Active Borrowers aged 8 or under per 1,000 population • Number of physical visits per 1,000 population • Number of virtual visits per 1,000 population • Cost per Visitor • Total library issues per 1,000 population • Total PC sessions (including Wi-Fi) per 1,000 population • Total additions to stock per 1,000 population • Total expenditure on stock per 1,000 population • Fines and Hires income • Number of events and attendees • Total enquiries per 1,000 population • Average time for supply of requests • Summer reading challenge participants • Bookbug participants • Number of adult learning sessions • Number of adult learners |

9.3 Arts, Culture & Heritage

| Section | Cultural Development |
|------------|---|
| Aims | <ul style="list-style-type: none"> • To develop a new team comprising of arts, heritage and reader development focusing on hubs, venues and outreach. • To identify, build and provide a range of activities that meet local demand • To provide a range of activities and tools to understand the outcomes of participation on people and places • To provide equity and access to cultural opportunities for the people of East Renfrewshire • Provide targeted preventative programmes • Provide enjoyable leisure activities |
| Indicators | <ul style="list-style-type: none"> • Cost per visit across arts facilities • Attendance all arts venues / activities • Percentage of users rate the theatre as v good / good • No. of attendances per 1000 population at Eastwood Park Theatre • Number of visits to www.ercultureandleisure.com • Total staff cost as % total cost • Cultural revenue and grant funds applied for (number / value £) • Cultural revenue and grant funds secured (number / value £) • Class and theatre retention rates increased • Theatre and arts class attendances increased |

9.4 Sports Development

| Section | Sports Development |
|------------|---|
| Aims | <ul style="list-style-type: none"> • To provide a range of activities within facilities that meet local demand • To provide a range of activities that meet the sporting, play, social and educational aspirations of individuals, organisations and communities • To provide access to sports opportunities for the people of East Renfrewshire • Support the delivery of a balanced and wide-ranging extra-curricular programme of sports activities within schools • Provide education, training and leadership opportunities for coaches, volunteers and officials • Support the development of local sports clubs and pathways |
| Indicators | <ul style="list-style-type: none"> • Gym Membership per 1,000 population • Gym membership retention rates • Gym membership revenue • Active Zone membership numbers • Active Zone retention rates • Fitness Class attendances • Fitness Class revenue • Swimming lesson attendances • Swimming lesson revenue • Community Sports coaching class attendance |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Coach Education attendances • Community Sports Hub club membership numbers • Sports Hall Attendance • Sports Hall usage • %age of the ER adult population participating in any sporting activity including walking. • The number of pupils participating in sports leadership programmes • The number of pupils participating the extra-curricular clubs • Holiday Programme Participation per 1,000 population • %age of free placed pupils participating in our Holiday Activity Camps • The number of sports participant sessions • The number of sports activity sessions • The number of volunteers delivering sports activities • Total staff cost as % total cost • Percentage of users rate the service as v good / good |
|--|---|

9.5 Venues

| Section | Venues |
|------------|---|
| Aims | <ul style="list-style-type: none"> • To manage and maintain a range of community venues including sports, theatre and educational facilities • To provide a range of activities within facilities that meet local demand |
| Indicators | <ul style="list-style-type: none"> • Venue attendance • Venue Revenue • Cost per visit • Attendance at Indoor sport & leisure facilities (excluding pools) per 1000 population • Percentage of users rate the service as v good / good • Swimming Pool attendance Eastwood Park Leisure Centre, Neilston, The Foundry & Eastwood High School • Sports Hall Attendance per 1000 of population • Sports Hall usage • Total staff cost as % total Operational costs |

9.6 Community Halls and School Letting

| Section | Community Halls and School Letting |
|------------|--|
| Aims | <ul style="list-style-type: none"> • To provide warm, welcoming facilities to groups, individuals and communities to come together and undertake activities that enrich their lives and contribute to their wellbeing • To provide facilities that support the aims and objective of services being delivered by the ERCL • To provide facilities that allow the ERCL to generate income |
| Indicators | <ul style="list-style-type: none"> • Percentage of customers very satisfied/satisfied with Community Facilities • %age of booking enquiries responded to within 3 working days • % of halls/schools accessible at booked times • % of customers who think charges represent "good value" • Total number of booking forms processed per annum • Total number of visitors to halls • Total number of visitors to schools • % usage rates of key equalities groups using halls(BME, disabled, Older people) • % usage rates of key equalities groups using schools(BME, disabled, Older people) • Value of debt over 90 days in current financial year • Income • Total staff cost as % total Operational costs |

10 Risks

A detailed Risk Register is presented to the Finance and Audit and Risk Committee. Following consideration by the Finance, Audit and Risk Committee, an abstract highlighting the top five risks at any given point is considered by the Board. However, some key risks are worth highlighting here.

10.1 Budget

There is a need to realign the budgets to the operational reality of key areas. In terms of income this is particularly in relation to Sports and Libraries. Some assumptions made by the Council at the point of the establishment of the Trust in the creation of income targets in particular have been found to be unrealistic in the light of known actual past performance. These are being reviewed and discussed with the Council with a view to realigning the budget fully from 2018/19.

10.2 Vision and Ambition for ERCL

A single agreed ambition or vision for ERCL needs to be articulated and agreed by and with ERCL and ERC and its constituent departments. This will inform new developments - both capital and revenue by ERCL and ERC.

10.3 Property and Maintenance

The ability of ERC to maintain the ERCL operated buildings is a key area of concern closures – especially in relation to the sports centres – immediately impacting upon ERCL bottom line.

Anticipated closures to the Foundry and Neilston in the coming period(s), and the likelihood of closures to Eastwood Park, are the areas of most concern.

10.3 SLAs

A number of key support services are provided to ERCL by ERC under Service Level Agreements. These are currently being revised but it has been recognised that internal customer service with attendance KPIs and mechanisms for service improvement, are a major developmental need across ERC generally and not just in relation to the services delivered to ERCL.

Appendices

1. Budget and Notes
2. Action Plans, 2017-20
3. Strategic Driver Diagrams
4. Reserves Policy

Glossary

| | |
|-----------------------------|--|
| All Access Card | East Renfrewshire Culture and Leisure's existing concessions scheme |
| Avoidable Contact | any contact with a customer that takes up the time and resources of both customer and Trust and could be avoided because they are seeking unnecessary clarification; it has arisen out of poor signposting or contact information; customers are being repeatedly asked for the same information by the same or different departments; it is a repeat contact due to the premature closure of an earlier contact; they are chasing progress in relation to a previous contact. |
| BME | Black Minority Ethnic |
| Book Week Scotland | a weekly celebration of books and reading run by national charity the Scottish Book Trust |
| Channel Shift | the creation and/or utilisation of the most effective and efficient channels through which our customers and we conduct our business transactions |
| COSHH | Control of Substances Hazardous to Health |
| Civil Contingencies | the preparation for emergencies, especially the pre-emergency elements such as anticipation, assessment, prevention and preparation, as detailed in the <i>Civil Contingencies Act</i> legislation. |
| Customer Journey | or Customer Experience, or the measure of the individual customer's experience during all points of contact with the organisation, from initial attraction, and awareness, through discovery, cultivation, advocacy and the consequent purchase and use of a service. |
| CPD | Continued Professional Development |
| CPP | Community Planning Partnership |
| Community Sports Hub | sportscotland's framework for bringing local people together to provide a home for local clubs and sports organisations, providing information, support and advice on a wide range of sports and physical activities to make it easier for local people to get involved and engage in a more active and healthier lifestyle. They can be located in a range of different facilities including schools, community centres, pavilions and sports centres. |

| | |
|------------------------------|--|
| Cross-Fit | a proprietary strength and conditioning program consisting mainly of a mix of aerobic exercise, calisthenics (body weight exercises), and Olympic weightlifting |
| CSE | <i>Customer Service Excellence</i> , a nationally recognised accreditation scheme, primarily aimed at public and third-sector customer services |
| Demand Analysis | an assessment of the particular services, transactions or interactions most sought by our customers |
| Determined To Succeed | Education Scotland's strategy to develop the enterprise and employability skills of young people in Scotland |
| ERCL | East Renfrewshire Culture and Leisure Trust |
| ERC | East Renfrewshire Council |
| Every Child a Member | the national drive to enlist children as library users, sponsored by the Chartered Institute of Library and Information Professionals and the Scottish Library Information Council. |
| FAR | Finance, Audit and Risk Committee |
| H&S | Health and Safety |
| HSCP | Health and Social Care Partnership |
| HGIOCS | <i>How Good is Our Culture and Sport?</i> Is a quality improvement tool developed for public services by the Scottish Government |
| Healthy Working Lives | the scheme developed by NHS Scotland to support employers and employees in achieving health benefits through practical changes to their organisations culture, practices or environment. |
| Join at Home | a proprietary software package allied to our booking system allowing customers to buy memberships, establish direct debit payments or register details remotely. |
| Learn 2 | a proprietary software package allied to our booking system providing a course management tool allowing for accurate administration, course co-ordination and customer interaction |

| | |
|------------------------------------|---|
| IIP | <i>Investors In People</i> , an international accreditation scheme for people management |
| Maker Space | a social workspace or community workshop to promote creativity and enterprise in a wide range of the creative industries. |
| MOOC | Massive Open Online Course, an online course aimed at unlimited participation and open access via the web. |
| Marketing Collateral | all marketing materials used to support the sales of goods or services |
| PATs | ERC Property and Technical Services Department |
| REN'96 | Renfrewshire Swimming Club |
| SOA | Single Outcome Agreement or the agreement between a Community Planning Partnership (CPP) and Scottish Government which sets the priority outcomes for each local authority area, and how the CPP will work towards achieving them. It also shows how the local priorities contribute to the national priorities |
| Social Impact Assessment | an exercise for analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. |
| SFA | Scottish Football Association |
| SLA | Service Level Agreement |
| SLIC | Scottish Libraries Information Council |
| Spin Studio | a training suite featuring specialised exercise cycles for cardio-vascular training. |
| Staff Forum | ERCL's staff forum, comprising nominated representatives of all services and departments. |
| THUGs | Theatre Users Group based at Eastwood Park Theatre |
| Transactional Cost Transfer | the moving of the cost burden arising from making purchases of goods or services from the supplier to the customer |

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 | Key Partners | Timescale | |
|----------|--|--------------------|--|---------------------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| A-1.1.1 | Create a development framework for planning and introducing new products and services. | Corporate Services | Marketing Officer | | | |
| A-1.1.2 | Undertake an evaluation of existing marketing activity | Corporate Services | Marketing Officer | | ✓ | |
| A-1.1.3 | Develop a Commercialisation and Ancillary Income Strategy. | ERC Trading | Director of Finance / Head of Operations | ERC Accountancy ERC Legal Services | | |
| A-1.1.4 | Implement the revised Letting Policy covering all lettable spaces managed by ERCL | Communities & Arts | Head of Communities & Arts | | | |

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 | Key Partners | Timescale | |
|----------|---|--------------------------------------|--|---|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| A-1.2.1 | Complete the identification of the true costs of individual business units. | Corporate Services | Director of Finance | ERC Accountancy | | |
| A-1.2.2 | Develop and implement a project planning framework across all Services. | Corporate Services | Performance & Quality Officer | | | |
| 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 | Scotland Excel / Aberdeen City Council | | |
| A-1.2.4 | Work with a national consortium of library services to jointly renegotiate the contract with the library management system supplier | Library & Information Services | Head of Library & Information Services | ERC IT Services / Scottish LMS consortium | | |
| A-1.2.5 | Maximise cost effectiveness of Cultural Development facility bookings. | Communities & Arts | Head of Communities & Arts | | | |
| A-1.2.6 | Conduct an evaluation of the operational management for all of our facilities. | All | Head of Communities & Arts | | | |
| A-1.2.7 | Across our Services, optimise business processes following on from the 2016/17 process mapping exercise. | All | Director of Finance / Head of Communities & Arts | | | |
| 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. | Chief Executive | Director of Finance | ERC Accountancy ERC Education | | |
| A-1.2.9 | Create an Asset Management Plan covering all facilities operated by ERCL. | Communities & Arts./ Operations/ LIS | Head of Operations | ERC Property & Technical Services | ✓ | |
| 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 | All | Director of Finance | ERC Accountancy | | |
| A-1.2.11 | Develop and realise plans for saving £330k over 3 years | All | Chief Executive | ERC Accountancy | | |
| A-1.2.12 | Complete and implement the concessions and pricing restructure. | All | Chief Executive | ERC Accountancy | | |

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 | Key Partners | Timescale | |
|----------|--|--------------------------------|--|-----------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | ✓ | |
| A-1.3.2 | Implement systems to monitor ongoing revenue and expenditure associated with performance at Eastwood Park Theatre. | Communities & Arts Operations | Performance & Quality Officer | ERC Accountancy | | |

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

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 | Key Partners | Timescale | |
|----------|---|----------|-------------------------|---------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| A-2.1.1 | Review and revise the Senior Management Team structure in line with the needs of the organisation. | All | Chief Executive | ERC Human Resources | | |
| 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 | | ✓ | |

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 | Key Partners | Timescale | |
|----------|--|--------------------------------|--|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | ✓ | |
| A-2.2.2 | Develop a strategy for public libraries in East Renfrewshire. | Library & Information Services | Head of Library & Information Services | | | |

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 | Key Partners | Timescale | |
|----------|---|--------------------------------|-------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| A-2.3.1 | Develop and implement a schedule of Board & Senior Management planning "away days". | Board & Senior Management Team | Chief Executive | | | |

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 | Key Partners | Timescale | |
|----------|--|----------|--|-------------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | ERC Corporate Health & Safety | | |
| A-2.4.2 | Develop and implement a Policy for Protection of Vulnerable Groups. | All | Head of Communities & Arts | ERC HSCP | | |
| 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 | ERC Corporate Health & Safety | | |
| 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. - Upgrade Chip & Pin (including transfer from Civica to Verifone) - Spektrix - move from Yes Pay to Sage Pay | All | Director of Finance / Head of Library & Information Services | ERC IT Services | | |
| A-2.4.5 | Develop a Green Policy to ensure environmentally sustainable operations. | All | Head of Operations | ERC Environment | | |
| A-2.4.6 | Ensure all Services are fully compliant with GDPR | All | Head of Libraries & Information Services | ERC IT Services | | |

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 and the culture and leisure industry.

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|---|--------------------------------|--|--------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| B-1.1.1 | Become full participants in the Local Government Benchmarking Framework groups for Libraries and Sports Facilities. | Library & Information Services | Library & Information Services Manager/ Venues Development Manager | Improvement Service SLIC | | |
| B-1.1.2 | Community Facilities will look to formalise benchmarking arrangements with similar organisations. | Communities & Arts | Head of Communities & Arts | | | |

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 | Key Partners | Timescale | |
|----------|--|---------------------------|---|---------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | | |
| B-1.2.2 | Undertake a review of the MRM+2 system in preparation for updating the configuration of the system to allow for more effective performance reporting. | Corporate Services | TBC | | | |
| B-1.2.3 | Improve gym member retention by introducing The Retention Package software in all gym facilities. Ensure compliance with GDPR | Sport & Physical Activity | Head of Sport & Physical Activity | ERC IT Services | | |
| B-1.2.4 | Review Community Facilities' gathering and use of performance management data. Upgrade systems to make them easier to use. | Communities & Arts | Head of Communities & Arts/ Performance & Quality Officer | | | |
| B-1.2.5 | Train key staff across all Services in use of an appropriate evaluation framework (HGIOCS2, HGIOPLS, etc.) and provide them with the opportunity to experience evaluating service provision. | All | Performance & Quality Officer | VOCAL, Education Scotland | | |

Intermediate Outcome: 3/ Sectors of the community which are underrepresented in our customer base have been identified. Their needs and barriers to participation are known (Links to D-3.3)

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|---|----------|-------------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| B-1.3.1 | Undertake a community-wide study to identify elements of our community not engaged with our Services. | All | Performance & Quality Officer | | | |

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 | Key Partners | Timescale | |
|----------|--|--------------------------------|--|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| B-1.4.1 | Libraries & Information Services will re-run their bi-annual customer survey for adults (17/18) and children / young people (18/19). Introduce collection of learner feedback on ICT / digital learning. | Library & Information Services | Performance & Quality Officer / Head of Library & Information Services | | | |
| 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 | | ✓ | |
| B-1.4.3 | Evaluate and update the annual and ongoing customer feedback surveys in Community Facilities, in particular to gain a better understanding of the impact on users and communities. | Communities & Arts | Performance & Quality Officer / Head of Communities & Arts | | | |
| 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. | Corporate Services | Performance & Quality Officer / Head of Communities & Arts | | | |

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: 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 | Key Partners | Timescale | |
|----------|---|--------------------|---|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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. | Corporate Services | Digital Communications Officer/ Performance & Quality Officer | | ✓ | |

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

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|--|---|--|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | | |
| B-2.2.2 | Develop cross-service teams to monitor and evaluate performance against quality standards across our organisation. | Corporate Services | Performance & Quality Officer | | | |
| B-2.2.3 | Support all staff to undertake training in a customer service package over 3 years. | Corporate Services | Performance & Quality Officer | | | |
| 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 | | ✓ | |
| B-2.2.6 | Within Venues, explore the use of Leisure Shield software to monitor quality standards. | Operations | Head of Operations | | ✓ | |

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 | Key Partners | Timescale | |
|----------|---|--------------------|-------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| B-2.3.1 | Develop an overall marketing strategy for ERCL. | Corporate Services | Marketing Officer | | | |
| B-2.3.2 | Review and market test our pricing structures. | Corporate Services | Marketing Officer | | ✓ | |

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.**Intermediate Outcome: 1/ Our team has the capacity and skills to deliver our strategic aims.**

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 | Key Partners | Timescale | |
|----------|---|------------|-----------------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| C-1.1.1 | Deliver the recommendations from the Business Support Review. | All | Head of Communities & Arts | | | |
| C-1.1.2 | Develop our ability to gather and interpret customer usage data to improve staff scheduling. | Operations | Head of Operations | | | |
| C-1.1.3 | Undertake a training needs analysis across our organisation. Explore options for managing training requirements across ERCL, including current ERC systems or other database solutions. | All | Head of Sport & Physical Activity | | | |

Intermediate Outcome: 2/ Peoples' skills and potential are maximised.

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|---|----------|--|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| C-1.2.1 | Develop and implement a training programme to increase the ability of front line staff to cross-sell, introducing customers to opportunities in other Services which may interest them. | All | Head of Library & Information Services | | | |
| C-1.2.2 | Explore the idea of a "skills bank" of staff's out-of-work expertise which they may be willing to share to improve the organisation. | All | Head of Communities & Arts | | | |

Intermediate Outcome: 3/ Staff are active partners in their own personal development, identifying skills gaps and opportunities for improvement, and engaging positively in training.

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|---|--------------------------------|---|--|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| C-1.3.1 | Map out existing potential pathways for career progression and review these regularly with staff as part of the Performance Appraisal process. | All | Chief Executive / Performance & Quality Officer | | | |
| C-1.3.2 | Develop and implement a mentoring scheme to support staff development where appropriate, drawing on resources such as our Board, Senior Management Team and partners. | All | Chief Executive | | | |
| C-1.3.3 | Library and Information Services will facilitate ERCL wide staff training opportunities linked to the Training New Technologies (Moodles) project. | Library & Information Services | Head of Library & Information Services | Scottish Libraries Information Council | | |
| C-1.3.4 | Explore the interest in and feasibility of developing a corporate volunteering scheme. | All | Head of Sport & Physical Activity | | | |

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

Intermediate Outcome: 1/ Everyone understands and is committed to our values, and moves together to create a stronger East Renfrewshire Culture and Leisure.

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|--|----------|--------------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| C-2.1.1 | Develop and implement an internal communications plan to ensure that key messages are delivered to all levels of our organisation. | All | Digital Communications Officer | | | |
| C-2.1.2 | Create cross-service teams to develop ideas for implementing each of the 5 Values | All | Chief Executive | | | |

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 | Key Partners | Timescale | |
|----------|--|--------------------|---|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | | |

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 | Key Partners | Timescale | |
|----------|--|--------------------|-----------------------------------|---------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| C-2.3.1 | Undertake a staff wellbeing and engagement survey | Corporate Services | Performance & Quality Officer | ERC Human Resources | | |
| C-2.3.2 | Improve health & wellbeing of staff by achieving Healthy Working Lives Gold Status | All | Head of Sport & Physical Activity | ERC Human Resources | | |

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

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 | Key Partners | Timescale | |
|----------|---|--------------------|-------------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| C-3.1.1 | Undertake a staff equalities survey | Corporate Services | Performance & Quality Officer | | | |
| 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 | | | |

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 | Key Partners | Timescale | |
|----------|--|--------------------------------|--|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | | |
| D-1.1.2 | Redesign the online Library catalogue. | Library & Information Services | Head of Library & Information Services | Capita | | |
| 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 | | | |
| 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 | | ✓ | |
| 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 | | | |
| D-1.1.6 | Introduce a Personal Training option for all gym facilities in response to customer interest. | Sport & Physical Activity | Sports Strategy & Development Manager | | | |
| D-1.1.7 | Refurbish the gym changing room and shower facilities in Barrhead Foundry. | Operations | Head of Operations | | | |
| D-1.1.8 | Pool refurbishment at Barrhead Foundry | Operations | Head of Operations | | | |
| D-1.1.9 | Plan for the development of a new sports facility in Newton Mearns. | Operations | Head of Operations | | ✓ | |
| D-1.1.10 | Implement the master planning for Eastwood Park and its refurbishment (17/18). Complete project (19/20) | Operations | Head of Operations | | ✓ | |

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 | Key Partners | Timescale | |
|----------|--|----------------------------------|--|---------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| D-1.2.1 | Develop and launch a new Community Sport Hub in Neilston. | Sports Development | Head of Sport & Physical Activity | sportScotland | ✓ | |
| D-1.2.2 | Develop the overall programme at Eastwood Park Theatre to achieve an optimum balance between community presentations and professional programming. | Operations Communities & Arts | Head of Communities & Arts | THUGs | | |
| 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 | | | |
| D-1.2.4 | Support the roll out of the Accreditation Scheme for members of Community Sport Hubs. | Sport & Physical Activity | Head of Sport & Physical Activity | sportScotland | | |

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 | Key Partners | Timescale | |
|----------|--|--------------------------------|--|--------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| D-2.1.1 | Implement the Community Conversations initiative in Libraries in partnership with the HSCP | Library & Information Services | Head of Library & Information Services | HSCP | | |
| D-2.1.2 | Develop liaison arrangements between ERCL and Community Councils | Corporate Services | Performance & Quality Officer | Community Councils | | |

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

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|--|---------------------------|---|-------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | ERC Environment | | |
| D-2.2.2 | Evaluate sports volunteer recognition in consultation with community groups to agree the most appropriate approach | Sport & Physical Activity | Head of Sport & Physical Activity / Performance & Quality Officer | Community Sports Groups | | |

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

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|--|--|--|----------------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| D-2.3.1 | Manage the redevelopment of Thorntree Hall. | Communities & Arts Library & Information Services | Head of Communities & Arts Head of Library & Information Services | ERC Environment | | |
| D-2.3.2 | Work in partnership with ERC Education to progress the joint campus centre proposal in Neilston. | All | Chief Executive | ERC Environment ERC Education | | |

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

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: 1/ People have an understanding of the benefits of participation. They are aware of the opportunities available to them and are motivated to take part.

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|---|----------|--------------------------------|--------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| D-3.1.1 | Develop our capacity for digital communication with customers through our management systems such as Spektrix, MRM and the Library Management System. | All | Digital Communications Officer | | | |

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 | Key Partners | Timescale | |
|----------|---|--------------------------------|--|--|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | Scottish Libraries Information Council | | |
| 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 | ERC Education | ✓ | |
| 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 | | ✓ | |
| D-3.2.4 | Support all ERC schools to register for the Schools Sports Award scheme. | Sport & Physical Activity | Head of Sport & Physical Activity | ERC Education | | |
| 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 | | ✓ | |

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 | Key Partners | Timescale | |
|----------|---|--------------------------------|--|--|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| D-3.3.1 | Pilot the delivery of an integrated "Stay Active" programme in Clarkston Halls. | All | Head of Sport & Physical Activity | | | |
| 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 | HSCP | | |
| 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 | ERC Education | | |
| 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 | RAMH | | |
| 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 | ERC Education (Adult Learning) | | |
| D-3.3.6 | Cultural Development will develop initiatives to improve participation and outcomes for underrepresented groups. | Communities & Arts | Head of Communities & Arts | | | |
| 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 | ERC IT / Bibliotheca | | |
| D-3.3.8 | Evaluate and improve arrangements for people with support needs accessing our Services. | All | Head of Communities & Arts | | | |
| 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 | Community Planning Partnership / Local Community | | |

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

| Ref. No. | Action | Services | Management / Lead Staff | Key Partners | Timescale | |
|----------|--|--------------------------------|--|---------------------------|-----------|---------|
| | | | | | 2017/18 | 2018/19 |
| 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 | | | |
| D-3.4.2 | Implement options to improve fee payment processes for Swimming Development including Direct Debit | Sport & Physical Activity | Head of Sport & Physical Activity | ERC Revenue Services | | |
| D-3.4.3 | Refresh the self service hardware in Libraries | Library & Information Services | Head of Library & Information Services | Procurement / Bibliotheca | | |