Date: 15 January 2021
When calling please ask for: Eamonn Daly (Tel. No 07584 116619)
e-mail: eamonn.daly@eastrenfrewshire.gov.uk

TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and P O'Kane.

CABINET

A meeting of the Cabinet will be held on **<u>Thursday 4 February 2021 at 10.00am</u>**.

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

AGENDA

1.   **Report apologies for absence.**

2.   **Declarations of Interest.**

3.   **Housing Services Annual Assurance Statement 2019/20 (Scottish Social Housing Charter) - Report by Director of Environment (copy attached, pages 3 - 20).**

4.   **Better Points Initiative - Report by Director of Environment (copy attached, pages 21 - 58).**

5.   **City Deal: Balgraystone Road Project - Report by Director of Environment (copy attached, pages 59 - 62).**

This document can be explained to you in other languages and can be provided in alternative formats such as large print and Braille. For further information, please contact Customer First on 0141 577 3001 or email customerservices@eastrenfrewshire.gov.uk

BLANK PAGE

EAST RENFREWSHIRE COUNCIL

CABINET

4 February 2021

Report by Director of Environment

HOUSING SERVICES ANNUAL ASSURANCE STATEMENT 2019/20
(SCOTTISH SOCIAL HOUSING CHARTER)

PURPOSE OF REPORT

1.   The purpose of this report is:

- To advise the Cabinet of East Renfrewshire Council's performance for 2019/20 against the Annual Return (ARC) on the Scottish Social Housing Charter (SSHC),as required by the Scottish Housing Regulator (SHR).

- To seek approval for the Annual Assurance Statement which considers Housing Services' performance over the year 2019/20 and our ongoing self-evaluation, and details areas for improvement in compliance with the Scottish Social Housing Charter (SSHC) and our statutory obligations.

- To provide background on the impact of Covid-19 on the Housing Service so far in 2020/21, to note any impact on statutory obligations.

RECOMMENDATIONS

2.   It is recommended that the Cabinet:

a)   Note Housing Services' performance for 2019/20 as outlined in the Annual Return on the Charter (ARC), and to be published via Housing Services Annual Performance Report detailed at Appendix 1; and

b)   Approve the Annual Assurance Statement 2020/21 (Appendix 2) for submission to the SHR - which details the areas for improvement moving forward in our compliance with the SSHC standards and our statutory obligations.

BACKGROUND

3.   The SSHC has been in place since 2013/14 and requires all social landlords to provide the SHR with details of performance against a large range of key indicators at each year end. This is called the Annual Return on the Charter or ARC. The SHR uses this information to produce a summary Landlord Report for every social landlord in Scotland and to compare landlords' performance.

4.   Each social landlord must also publish a detailed report on their performance against the Charter each year for tenants and customers. This report is called the Annual Landlord Performance Report and is contained at Appendix 1 of this Cabinet report.

5.   A new requirement introduced by SHR last year was for every social landlord to produce an annual Assurance Statement confirming compliance with the Charter standards and with our statutory obligations. This should be evidenced using the previous year's performance and our ongoing self-evaluation looking at the quality of the services we provide.   This statement should be accompanied by an appropriate action plan for improvement where necessary. This report is contained at Appendix 2 and requires approval by Cabinet.

6.   The Annual Landlord Performance Report and Assurance Statement both account for our position at the end of 2019/20. When both are submitted, the SHR use all of this information to make a risk assessment of landlords' services and to prepare an Engagement Plan for each landlord detailing areas they wish to scrutinise further.

7.   This year the SHR has also requested that social landlords report on the impact that COVID has had on Housing Services.

REPORT

COVID Response and Impact on Statutory Obligations

8.   In common with other landlords COVID has presented huge challenges in ensuring full compliance with gas safety standards, with 24 annual gas safety inspections having to be held off beyond their anniversary date, because of tenants shielding or unable to offer access to the property. We have been successful in turning this position around ensuring all gas safety certificates are now up to date. This has been a major achievement.

9.   Despite lockdown we have also carried out 4354 repairs in the period from April-September. We have refocused our workforce to ensure we provide as productive and responsive a repairs service as possible for our tenants, while adhering to restrictions. We have also dealt with nearly 2000 tenants during lockdown to assist with rent payments and related difficulties.

10.   In terms of those residents facing homelessness we have ensured that temporary accommodation has always been available for emergency situations over the course of the COVID restrictions. We have prioritised this matter to ensure we fulfil our statutory obligations to a rising number of people in temporary accommodation, while we safely prepared empty homes for allocation. Nobody has been denied temporary accommodation during this period.

11.   A negative impact of COVID has been an ability to repair and subsequently allocate empty houses. This has resulted in an increased void rent loss which will be reflected in next year's report.

Annual Landlord Performance Report 2019/20

12.   ARC performance data allows the SHR to assess all landlords' ability to meet the outcomes set in the Charter. The Scottish average refers to performance of all social landlords in Scotland including Councils and Housing Associations. The Scottish Council average refers to performance of Scottish Councils only. Given that there are multiple indicators, and landlords work within a range of different contexts, it is not prudent to form a view as to performance of a landlord based upon one indicator alone.

13.   The Annual Performance Report (Appendix 1) details the Council's comparative performance across key indicators. In 2019/20 East Renfrewshire performed above average for Scottish Councils in approximately 70% of key indicators. Performance was also above the Scottish average in key areas including reactive repairs, medical adaptations and satisfaction with opportunities for tenants to participate in our decisions.

14.   In summary:

- Rent Levels: Rent levels still remain around £2 per week lower than the average rent for all landlords, but £2 per week higher than the Scottish Local Authority average.

- Rent Arrears. Our tenant rent arrears levels have increased primarily due to the ongoing impact of Universal Credit, and increases are reflected across the board in Scotland. Rent arrears still remain below the average for Scottish Local Authorities.

- Tenant Satisfaction. Satisfaction remains above the Council average in most key measures. We do though continue to improve and adapt our approach to tenant and customer engagement, and will be strengthening customer feedback in our Homeseeker service this year.

- Quality and Maintenance of Homes. We continue to perform well above the Scottish average for compliance with the Scottish Housing Quality Standard (SHQS) at 97.9%. At the end of March 2020 79.9% of homes met the Energy Efficiency Standard for Social Housing (EESSH). This is now 90% of homes. The remainder are classed as abeyances where work requires the consent of associated owners, or the cost of works are prohibitive.

- Housing Maintenance. Housing Services performance for carrying out both emergency and non-emergency repairs remains strong, and significantly quicker than Scottish councils and averages for all landlords.

- Neighbourhoods. East Renfrewshire Council is performing on par with other landlords in relation to the percentage of new tenants remaining in their tenancies successfully for more than a year. We also perform around or above average for satisfaction with our neighbourhood management as a landlord, and in resolving anti-social behaviour cases reported to us.

- Access to Housing. Despite a high demand for housing the average length of time taken to re-let properties remains significantly above the Scottish average. Our average re-let times have increased in the last year to 58.29 days, compared to 42.87 days in 2018/19, and void rent loss has also increased further as a result to a loss of 1.78% of rent due. Void management will remain a key area of focus for improvement in the coming year, as illustrated in our Assurance Statement.

Assurance Statement

15.   The annual Assurance Statement (Appendix 2) outlines the Council's evidence based evaluation of the quality of our housing service against the Charter and our legal obligations. It highlights the key areas for improvement identified through our evaluation, and an action plan which will be delivered going forward. Self-evaluation is a continuous process and therefore areas for improvement are added as identified and removed as completed. The Assurance Statement provides that snapshot each year, and the action plan reflects the necessary time required to make those improvements.

16.   To deliver on our vision to be "a modern, ambitious council creating a fairer future with all", we pledge to focus on key improvements in our Assurance Statement:

- Ensuring we implement the improvements identified through our ongoing review of void property management, ensuring processes are more efficient; that we deliver better Value for Money; and customers are clearer on the lettable standards to expect in our homes. A key feature of this will be the digitization of our voids proves via a new software system

- Improving efficiency in rent arrears management by using the resources we have better and targeting support at those in most need; whilst also ensuring we are as proactive as possible in agreeing suitable arrangements to pay with our tenants. As above the new software system will play a key role

17.   Housing Services' evaluation reinforces that the quality of our service is good, that we are responsive to customers' needs and are committed to continuous improvement. Despite this there will be associated challenges in post COVID recovery, largely at this stage identified in income recovery through rent arrears and rent lost on empty homes.

18.   Our previous Assurance Statement approved in 2019/20 - and the resulting action plan for the past year - made a commitment to improving our management of void properties and delivering better value for money in this area. We also committed to ensuring that we always had temporary accommodation available to respond to emergency situations.

19.   Our progress has assured us that we are delivering on our commitment in relation to temporary accommodation provision, and it no longer features as an improvement action. As part of our current Homelessness Service Design project, temporary accommodation remains in the spotlight as we seek to further improve the service. This was the subject of a previous report to Cabinet.

20.   As noted above in relation to the management of void properties a key issue identified is the inefficiency faced by a largely paper based system – and development of our new NPS housing management system into 2021 will allow us to monitor the repair and allocation work streams for voids much more effectively. One of the reasons for the high void rent loss is that East Renfrewshire Council undertake a significant amount of capital works whilst the property is empty. Whilst this is advantageous for the incoming tenant it does result in a higher void rent loss.

21.   We still have progress to make to reduce the number of void properties, and progress has been substantially impacted by COVID restrictions limiting the number of tradesmen in properties at one time, and impacting the signup of new tenants. A number of empty homes have had to be reassigned as temporary accommodation to allow us to meet the statutory obligations mentioned above. Therefore this matter is reflected again in this year's Assurance Statement improvement action plan, with work ongoing to make the improvements to void management we feel are necessary to ensure we provide value for money and a responsive service.

22.   Rent Arrears management has also featured in our Assurance Statement as an improvement action due to the continued rise of rent arrears in 2019/20 and the proportion of our tenants moving on to some element of Universal Credit. Maximising income to the service and supporting tenants to remain successfully within their tenancy are critical elements of delivering a good quality landlord service. The Coronavirus (Scotland) Act 2020 now also protects tenants in Scotland from any recovery action for up to 6 months, limiting the enforcement activity that can be taken in respect of rent arrears. Therefore our focus in tackling rent arrears will be to prioritise support to our tenants through clear housing and

income maximisation advice; and to work with tenants to develop realistic arrangements to recover lost rent.

FINANCE AND EFFICIENCY

23.   Housing Services must demonstrate annually that the service it provides meets the needs of its customers and provides value for money. Ongoing monitoring of the HRA Business Plan will inform the level of COVID-19 business recovery required going forward and influence any alterations to our plans. There is ongoing concern nationally regarding rents remaining affordable for recovery plans, and the situation will remain in our focus.

24.   The improvements identified in relation to the annual Assurance Statement will also contribute towards improving the efficiency of the service and reinforce that tenants' rents are both collected effectively and spent wisely.

CONSULTATION

25.   In line with SHR national requirements, the detail of our performance will be distributed to each tenant through our tenant's newsletter as well as making the full report available online and on request to other customers.

26.   The details of the annual Assurance Statement and action plan will also be considered by our Registered Tenants Forum as part of their performance scrutiny and made available more widely with the annual Performance Report.

PARTNERSHIP WORKING

27.   Many of the services provided by Housing Services are provided in partnership with internal and external bodies. Services continue to work together to demonstrate that the outcomes of the Charter are met.   The outputs from these partnerships form a key part of our evaluation of service performance and quality. Key partners include East Renfrewshire's Health & Social Care Partnership; and our Corporate & Community Services Department.

IMPLICATIONS OF THE PROPOSALS

28.   There are no implications associated with this report in terms of staffing, finance, property, legal, IT, equalities and sustainability.

29.   The forthcoming implementation of our new NPS housing management system, with the first phase due to go live in July 2021, will support improvements in the areas identified in the Assurance Statement and will assist us in greatly improving the efficiency of core parts of our service.

CONCLUSIONS

30.   In approximately 70% of the performance indicators measured by the Scottish Social Housing Charter East Renfrewshire performs above the Scottish Council average. Performance was also above the Scottish average in key areas including reactive repairs, medical adaptations and satisfaction with opportunities for tenants to participate in our decisions.

31.   East Renfrewshire's Annual Assurance Statement addresses the areas required for improvement in our housing services. The priority is focused on void property management, as well as appropriate support to tenants to assist in rent collection and arrears management.

RECOMMENDATIONS

32.   It is recommended that the Cabinet:

a)   Note Housing Services' performance for 2019/20 as outlined in the Annual Return on the Charter (ARC), and to be published via Housing Services Annual Performance Report detailed at Appendix 1; and

b)   Approve the Annual Assurance Statement 2020/21 (Appendix 2) for submission to the SHR - which details the areas for improvement in our compliance with the SSHC standards and our statutory obligations.

Director of Environment

Further details can be obtained from Phil Daws Head of Environment (Strategic Services) on 0141 577 3186.

Convener contact details

Councillor Danny Devlin   Home: 0141 580 0288
(Convener for Housing and Maintenance Services)   Office: 0141 577 3107/8

December 2020

Housing Services Annual Performance Review 2019/2020

This report highlights East Renfrewshire Council Housing Services performance over 2019/20, highlighting key strengths and areas in need of improvement. As our customer, it is important we keep you up to date about how we are performing and how we plan to improve the services we provide.

This report considers our performance against key performance indicators and measures.

Our *Annual Assurance Statement* also sets out the key improvements we will make in the next year, based on a detailed evaluation of our service undertaken recently.

How do we assess performance?

The Scottish Housing Regulator (SHR) is the independent regulator of Council and Housing Associations across Scotland. We must measure our performance against the SHR's Scottish Social Housing Charter (SSHC) standards each year - the standards of performance that all social landlords should aim to achieve and the outcomes that should be expected by tenants and customers. These standards are set for the range of housing services we provide.

We must also judge our performance against our key legal obligations – for example ensuring gas safety in our homes, allocating our homes in line with legislation and having a clear focus on equalities.

Annual Assurance Statement

Last year a new requirement was placed on all Councils and Housing Associations to produce an annual Assurance Statement. Each landlord is responsible for delivering good outcomes and services for its tenants and service users. Landlords need to be self- aware, analytical, open and honest about their performance, and identify and drive improvement.

By preparing and publishing an Annual Assurance Statement, landlords can confirm to their tenants and to SHR that they are meeting regulatory requirements for local authorities and RSLs, or on areas for improvement.

About this Report

The detail of this report shows how East Renfrewshire Council's Housing Services performs on average for 2019/2020, against all social landlords in Scotland, both Councils and Housing Associations, and specifically against other Scottish Councils. We also show a comparison with how we performed in the previous year.

Each section also sets out where we are doing well and where we need to improve, in line with our Annual Assurance Statement and more generally our Business Improvement Plan.

Rents, Voids and Value for Money

Housing Stock

At 31st of March 2020, East Renfrewshire Council own and manage a stock of 2995 homes across the area including 244 sheltered properties, and a number of temporary and supported properties.

In 2019/2020, we completed the construction of *24 new homes in Barrhead.*

We also *purchased 14 second hand properties* across East Renfrewshire to add to the supply of homes we have.

We *let 273 properties* to homeless households; people on the council's waiting list; and existing tenants transferring home.

Rents

Average Weekly Rent	2019/2020 East Renfrewshire Council	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
All properties	£76.50	£74.60	£78.23

East Renfrewshire Council average rent has increased due to the agreed annual rent increase. Our average rent remains lower than the average rent for all Scottish landlords.

Consultation will take place shortly with you on rents for 21/22 onwards and will balance the need to continue to invest in our homes with keeping rents affordable for tenants.

Value for Money

The services we provide to you as your landlord are funded by the rent you pay. As a service we must ensure that we spend this money wisely and fairly.

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Gross rent arrears as a percentage of total rent due	**5.83%**	**6.47%**	**7.01%**	**6.07%**
Percentage satisfied that rent represents value for money	**87.04%**	**87.04%**	**83.4%**	**83.6%**

━━━ Rent arrears have continued to increase this year by a further 0.7% with changes to Universal Credit contributing to this. While rent arrears remain below the Scottish Council average, this upward trend is a challenge faced across the country, and addressing it is a priority for us as a landlord.

We continue to engage with tenants at the earliest opportunity if they are experiencing difficulties paying their rent, to ensure issues are resolved as quickly as possible. Our current redesign of service delivery will strengthen our approach to rent collection and support for tenants.

Void Properties

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Average length of time to re-let properties	42.87 days	58.29 days	35.30 days	32.65 days
Percentage of rent due lost through empty properties	1.35%	1.78%	1.25%	1.11%

━━ Our average time to re-let empty properties has increased to 58.29 days; and as a result our relet times remain significantly higher than other landlords across Scotland.

In turn this impacts the amount of rent due which is lost through empty properties also remaining above the average for other Councils and Housing Associations. We recognise the work that's to be done to greatly improve this part of the service.

One of the reasons for the high void rent loss is that East Renfrewshire Council undertake a significant amount of capital works whilst the property is empty. Whilst this is advantageous for incoming tenants it does result in a higher void rent loss.

Void standards will be clearer for customers so that they know what work they should expect to be done when offered a property, before they move in and once they have moved in.

Repairs and Maintenance

We must work to ensure tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants given reasonable choices about when work is done.

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Average length of time taken to complete **emergency** repairs	2.3 hours	2.52 hours	4.1 hours	3.8 hours
Average length of time taken to complete **non-emergency** repairs	5.2 days	5.39 days	7.1 days	6.5 days
Percentage of reactive repairs completed 'Right First Time'	98.4%	99.41%	92.4%	93.1%
Percentage satisfied with repairs service	85.5%	87.61%	91.1%	91.3%

➕ Our repairs performance for carrying out both emergency and non-emergency jobs remains strong, and significantly quicker than the Scottish council and overall average.

The number of repairs completed Right First Time is also above average, indicating that in most cases we are identifying repairs correctly and responding appropriately to reports by tenants.

━━━ Tenants' satisfaction with the repairs service has also increased slightly but remains lower than both the Council and overall average for Scottish Landlords. We continue to gather feedback from our tenants and other customers to ensure we can improve in the areas highlighted to us as needing improvement.

Maintenance and Improvement works

Housing Services undertake a range of work to improve and invest in our homes, to ensure that they remain in good condition for now and into the future.

Targets set by the Scottish Government drive our investment decisions, alongside the priorities identified with our tenants. These targets are to achieve and maintain compliance with:

- The Scottish Housing Quality Standard (SHQS) by 2015 and beyond; and

- The Energy Efficiency Standard for Social Housing first milestone (EESSH) by 2020

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Percentage of existing tenants satisfied with quality of home	86.5%	86.5%	81.8%	87.2%
% Properties meeting the SHQS – (housing quality target)	97.4%	97.9%	95.4%	93.9%
% Properties meeting the EESSH – (energy efficiency target)	74.4%	79%	84%	87%
Indicator		20919/20 Performance	2019/2020 Total for all Councils	2019/2020 Total for all Scottish Landlords
*No of properties that failed to have a gas safety check and record completed by the anniversary date.**	-	*0 properties*	*288 properties*	*496 properties*

*This is a new way of measuring this indicator this year.

✚ Good progress has been made to meet the SHQS and maintain compliance with this standard each year since. Our performance remains above average for landlords across Scotland. We continue to work with tenants and owners of the small number of properties where achieving full SHQS standard is more challenging, to consider remedies to this.

The safety of our tenants also remains paramount, ensuring that annual gas safety checks are carried out when required. We have ensured all properties using gas have a safety check and certificate in place by the year's anniversary of the previous certificate.

━━ Our biggest challenge for the year ahead is in progressing EESSH compliance by 2020 - aimed at improving energy efficiency in all Council and housing associations homes.

A proportion of properties will be unable to meet the standard and considered exemptions because owners in mixed tenure blocks do not wish to pay for the works or they do not present good value for money for tenants. Our progress to date still remains below the average for other landlords across Scotland in the proportion of our stock meeting EESSH.

Estates and Tenancies

Contributing to safe and well managed neighbourhoods, as well as making sure support is available to customers to live well within our neighbourhoods is of great importance to us in the services we provide to tenants.

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Percentage of all new tenants housed who were still in their tenancy 12 months later	94.4%	90.2%	89.3%	90.6%
Average time taken to complete medical adaptions	21.9 days	25.7 days	35.6 days	43.3 days
Percentage satisfied with landlords neighbourhood management	88.9%	87%	84.3%	88%
Percentage of anti-social behaviour cases resolved*	99.3%	96.3%	89.6%	94%

This indicator has changed from last year

✚ We remain substantially quicker than average for other landlords in our time taken to complete medical adaptations to properties. This ensures we can meet tenants' needs to remain living as independently as possible.

The proportion of anti-social behaviour cases reported to us which we resolved, also remains higher than the Scottish average though dropping slightly.

Satisfaction with landlords' neighbourhood management also remains above the Scottish Council average, and broadly in line with average for all landlords. It is important to note that satisfaction with matters not in a landlords control in neighbourhood management, may have an influence on the responses given.

━━ Tenancy sustainment has decreased since last year with 90.2% of people housed in the previous year remaining in their tenancy beyond 12 months. Our performance is still in line with the Scottish landlord average, but we are focused on ensuring we can offer the right

support to tenants who need it, when they need it. This is being reflected in the current redesign of our service.

Housing Options and Access to Housing

We work to ensure people looking for housing find it easy to apply for available housing and get the information they need on how the landlord allocates homes, and other options available to them to suit their needs.

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Percentage of lettable houses that became vacant in the year	9.2%	8.8%	8.2%	9.4%
Percentage of tenancy offers refused	51.4%	38.3%	36.3%	25.8%

Our ***Homeseeker*** Choice Based Lettings service was introduced in February 2019 to provide more choice to applicants waiting on rehousing by showing the homes available through our weekly adverts. As a result we have seen a clear reduction in the number of tenancy offers refused. This still remains just above the Council average, but is significant in ensuring the offers we make match customers' preferences as closely as possible.

We have delivered another 26 new council homes in Barrhead in 2019/20 – and acquired a further 14 homes from the market across East Renfrewshire – to increase the number and range of homes we have in our stock.

The number of properties becoming vacant each year is above the Council average; but now sits below the Scottish average.

An increase in applications has taken our waiting list to over 4,000 applicants. The visibility of the properties we have available allows more households seeking rehousing to see what options are available, and reduces the properties we have which may be considered harder to let. However, this has shown us there are more households in need of support for rehousing than previously estimated. Customer feedback on our Housing Advice and ***Homeseeker*** service this year will ensure we understand more about the needs of households approaching the service, to help us plan effectively to meet some of those needs.

Homelessness

The homeless indicators captured within the Charter have changed since last year, with more reliance now on the quarterly and annual statistics already gathered by Scottish Government. These are also being reviewed to ensure that the information gathered from Councils shines light on delivery of effective homelessness services which meet targets set out in Rapid Rehousing Transition plans set by Council's in response to national requirements.

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Average length of stay in temporary accommodation	131 days	**149 days**	**184 days**	**NA**
Repeat homelessness presentations	**3.7%**	**2.8%**	**4.8%**	**NA**

Repeat homeless presentations have fallen in East Renfrewshire as a proportion of applications – referring to those households who become homeless again within 12 months of first presenting as homeless. This decrease is reflected across local authorities, but our performance on this is well below average. We work hard to provide support to those in temporary accommodation and entering a new tenancy to ensure they can successfully manage their tenancy.

The average length of stay in temporary accommodation is increasing for households who are assessed as homeless in East Renfrewshire. This increase is reflected across Scotland, but has been a larger increase locally. In many cases households are in temporary accommodation longer than we would like, because our empty homes are not ready for new tenants to move in quickly enough. In other cases, we do not have enough turnover of stock of the right size, type and in the places people need.

Overall Satisfaction and Engagement

We must measure satisfaction of tenants and customers with the services we provide, and how we keep tenants informed. This also means allowing an opportunity to influence how our services are delivered.

We must also make sure tenants and other customers find it easy to participate and influence decisions about our landlord service.

We usually undertake a large scale satisfaction survey every 2 years (more often than the charter guidance requires) with further supplementary surveys carried out locally across our service, giving tenants the opportunity to tell us what they think. *The tenants survey was due to take place in 20/21 but has been postponed till next year given current restrictions.*

Our last biennial tenant satisfaction survey was completed in summer 2018 and provided us with the most recent results on customer satisfaction.

Indicator	2018/2019 ERC Performance	2019/2020 ERC Performance	2019/2020 Scottish Council Average	2019/2020 Overall Scottish Average
Percentage satisfied with overall service	**84.8%**	**84.8%**	**82.6%**	**89.2%**
Percentage satisfied with keeping tenants informed	**88.2%**	**88.2%**	**86.4%**	**92%**
Percentage satisfied with opportunities to participate	**91.1%**	**91.1%**	**81.5%**	**87.2%**

In providing opportunities to participate for tenants and customers we continue to sit above average for other Councils and all landlords across Scotland.

We work hard to build on tenant representatives' feedback about the quality of our engagement with them, and to look at new ways of involving a wider group of interested tenants.

We remain higher than the Scottish council average for keeping tenants informed, though slightly below Scottish average. A similar picture also for tenants overall satisfaction with our service.

We will continue to push for improvements across the business deliver an increased level of satisfaction across our Landlord service.

East Renfrewshire Council (Housing Services)

Annual Assurance Report 2020

Our Annual Assurance Statement

√ We comply with our legal obligations as a landlord.

As part of our COVID response we have now recovered any initial fails arising due to "no access" to properties to carry out work. We saw a small number of gas servicing fails in the initial lockdown period of 2020, while tenants were shielding, and monitored closely to complete work as soon as it was safe to do so.

√ We comply with the regulatory requirements set out in Chapter 3 of the Scottish Housing Regulator's Framework.

Our COVID response has shifted our focus directly to supporting tenants and customers to avoid crisis by prioritising housing options advice and income maximisation. As part of our recovery we are focused on preparing and letting vacant properties, and to supporting tenants to make suitable arrangements to meet their rent payments. The biggest challenge for the Council in its recovery plans at this stage is identified as reducing income lost to the service through void properties and rent arrears.

Our annual assurance evaluation for 2020 indicates that work is required in the areas set out below, however, to ensure a more satisfactory level of performance.

We:

➢ Pledge to address the following, in relation to the Scottish Social Housing Charter standards for tenants, people who are homeless and others who use our services:

Void Management & Maintenance	• *Continue to improve the efficiency of our void management; deliver better Value for Money on voids; and set out clearer letting standards for our homes.*
Rent & Arrears Management	• *Making better use of the resources we have to maximise support to tenants struggling to pay their rent, and deliver better Value for Money in rent collection.*

We have seen and considered sufficient evidence to give us this assurance.

As such, this statement has been approved at the meeting of our Cabinet on 26th November 2020.

Signed: (Convenor)

Assurance Statement 2020 – Improvement Plan				
Compliance Issue	**Service Area**	**What we need to address**	**When will we do it?**	**Who is responsible?**
Meeting Charter Standards	Void Management	We need to continue to improve our void management process is as efficient and customer focused as possible and delivers better Value for Money. **We will do this by embedding improvements identified in our void process review carried out in the last year, and modernise our approach via implementation of our new core Housing Management System, which is currently being developed.**	By August 2021	Senior Housing Manager
Meeting Charter Standards	Rent Collection and Arrears Management	We need to reconfigure the resources we have to support tenants as effectively as possible in meeting their rent payments, and deliver better Value for Money in rent collection. **We will do this by redesigning our service delivery team and our key processes in relation to rent collection and arrears management, and make better use of the data we have to target those in most need of assistance.**	By August 2021	Senior Housing Manager

BLANK PAGE

EAST RENFREWSHIRE COUNCIL

CABINET

4 February 2021

Report by Director of Environment

BETTER POINTS INITIATIVE

PURPOSE OF REPORT

1.   The purpose of this report is to inform Members about the BetterPoints Initiative, to seek approval to directly appoint Ansons Consulting as the service provider for this scheme and seek exemption from tendering in accordance with Contract Standing Order 15 (iii). The total costs for Phase 1 will be £80,000 and will be funded through external funding from Paths for All's Smarter Choices Smarter Places and Sustrans' Spaces for People. However, there may be the possibility of a phase 2 in the future subject to the success of phase 1 and further funding being available which would increase the cost to £180,000 and therefore exemption is being asked for on that basis.

RECOMMENDATIONS

2.   It is recommended that the Cabinet:

a)   Approves an Exemption from Contract Standing Orders to enable East Renfrewshire Council to appoint Ansons Consulting; and

b)   Delegates to the Head of Environment (Chief Planning Officer) to approve and sign the Service Level Agreement between East Renfrewshire Council and Ansons Consulting in line with Council policy.

BACKGROUND

3.   BetterPoints is an incentivisation programme which encourages users of a BetterPoints mobile app to travel sustainably by offering rewards for doing so. Users collect points or 'BetterPoints' which can be exchanged for rewards, ranging from a drink in a local coffee shop, money off shopping or a donation to charity.

4.   The BetterPoints platform is extremely flexible, offering scalability and a variety of customization, which allows projects to vary widely in terms of scope and purpose.

5.   Ansons have an exclusive partnership with Better Points to deliver projects in Scotland.

6.   An exemption from contract standing orders is therefore being sought to appoint Ansons to deliver a BetterPoints programme for East Renfrewshire.

7.   A comprehensive proposal for an East Renfrewshire BetterPoints programme is included as Appendix A.

REPORT

8. The main aims of an East Renfrewshire BetterPoints scheme would be to:

- Encourage sustainable travel. This will have health benefits (active and public transport means better air quality, less congestion and improved health). There is a risk that due to Covid-19 there will be less confidence in public transport and people may return to private vehicles which would negatively impact congestion and air quality; and
- Boost the local economy by encouraging footfall in town centres. Residents and employees would be encouraged to shop locally with incentives to do so (following agreement with local businesses).

9. The Better Points programme would commence with Phase 1, and if successful a Phase 2 could follow (subject to funding). Phase 1 of the East Renfrewshire initiative includes a local umbrella programme open to anyone in East Renfrewshire over the age of 14 as well as a programme that seeks to engage employees from local workplaces. Phase 1 will be for a total of seven months.

10. The umbrella programme will incorporate a series of focused challenges and campaigns, designed to encourage residents to use active and (where appropriate) sustainable modes of travel.

11. The workplace intervention will target employees who work for selected larger employers in the East Renfrewshire Council area. This would include encouraging them to travel to work actively and also to use active modes of travel for leisure and local trips, anticipating that some employees may still be working from home or furloughed.

12. Promoting active travel modes is especially important in relation to COVID-19. Currently many people are avoiding public transport. In addition capacity on public transport services is often not available. It also allows employees to consider alternatives to the private car. Reducing or limiting private car travel by promoting alternatives has numerous benefits for the local area, including improved air quality, reduced parking issues and less congestion. Higher levels of physical activity can also support mental and physical health and wellbeing.

13. Alongside resident and employee engagement, Ansons would also seek to engage with local traders to encourage them to take part in the programme. To participate traders would sign up to BetterPoints and allow vouchers for their businesses to be promoted and earned through the app and then redeemed in their local stores. By getting involved in this way traders will encourage footfall and incentivise shopping locally while at the same time encouraging shoppers to travel sustainably for these and other local trips.

14. The project can be got off the ground quickly.

FINANCE & EFFICENCY

15. The total cost of Phase 1 is £80,000 and is covered by secured external funding as outlined in this report.

16. An optional Phase 2 project could follow if the project meets/exceeds objectives and if there is further funding available.

CONSULTATION

17.   Stakeholder interviews were carried out by Ansons to help inform the proposal.

PARTNERSHIP WORKING

18.   The Service Level Agreement Document has been reviewed by East Renfrewshire Council Legal and Procurement representatives.

IMPLICATIONS OF THE PROPOSAL

19.   There are no new staffing, property, policy, IT, equalities or other implications at this point in time.

CONCLUSION

20.   BetterPoints is a major opportunity for the whole of East Renfrewshire to become involved in and encourage active travel and increase physical activity whilst potentially boosting footfall in the local town centres.

RECOMMENDATIONS

21.   It is recommended that the Cabinet:

   a)   Approves an Exemption from Contract Standing Orders to enable East Renfrewshire Council to appoint Ansons Consulting; and

   b)   Delegates to the Head of Environment (Chief Planning Officer) to approve and sign the Service Level Agreement between East Renfrewshire Council and Ansons Consulting in line with Council policy.

Director of Environment

Further information can be obtained from: John Marley (Principal Traffic Officer) on 07771635179 or john.marley@eastrenfrewshire.gov.uk

Convener contact details

Councillor Tony Buchanan   Office: 0141 577 3107
(Leader of the Council)   Mobile: 07976 360398

January 2021

BLANK PAGE

BetterPoints

PROPOSAL

| 30/07/2020 | East Renfrewshire BetterPoints Programme |

Client: East Renfrewshire Council

Proposal

EAST RENFREWSHIRE BETTERPOINTS PROGRAMME

Record of Amendments

This document has been issued and updated as follows:

Version	Description	Version No.	Approved By	Date
Draft	INTERNAL	1.0		21/07/2020
Final	SUBMITTED	2.0	JP/DH/HM	30/07/2020

Proposal

Contents

BLANK PAGE

1   INTRODUCTION

Ansons Consulting and BetterPoints are delighted to present this proposal, which outlines our suggested approach to delivering a BetterPoints intervention in East Renfrewshire during the 2020/21 financial year. Through our unique partnership, BetterPoints provides its innovative technology platform, which forms the bedrock of the projects we deliver. The Ansons' team then delivers local engagement, with, for instance, local traders, employers, employees and residents, and provides local support for the delivery of BetterPoints' behaviour change campaigns.

1.1 About BetterPoints

BetterPoints has been at the forefront of technology-led behaviour change since 2010. We believe that if everyone was motivated to do things a little differently, we could cut air pollution, improve public health and generally make the world a better place to live.

BetterPoints' award winning behaviour change management system helps businesses and public bodies in the UK and beyond to motivate employees, customers and citizens to make positive changes to their behaviour – be it travelling more sustainably, being more physically active or engaging in other positive activities such as shopping locally, recycling, volunteering or contributing to citizen informed research.

The BetterPoints platform is extremely flexible, offering scalability and a variety of customization, which allows projects to vary widely in terms of scope and purpose. For example:

☐ Local authorities use BetterPoints to engage businesses in sustainable travel challenges, reduce congestion, improve air quality and encourage people to travel on foot or bike into their town centres. As we emerge from COVID-19 it will be used to develop confidence in public transport.

☐ Companies use BetterPoints to reduce pressures on car parking, reduce their carbon footprint, motivate employees to try an active commute, reduce their solo car journeys and take more physical activity during the day to increase productivity.

☐ Development organisations, New NHS Trusts, Clinical Commissioning Groups and Development Organisations steering NHS Health New Towns use BetterPoints to encourage physical activity and improve public health, especially among deprived groups.

1.2 About Ansons

Established in 2011, Ansons Consulting (Ansons) is a boutique transport consultancy that specialises in the design, implementation and evaluation of measures and programmes that are aimed at supporting smarter transport choices and changing people's travel behaviour.

Our team of highly competent consultants offer many years of relevant experience and a deep understanding of travel behaviour change in the context of active and sustainable transport. This comes from a strong foundation of international consultancy experience and extensive industry knowledge, including a proven track record of delivering Smarter Choices Smarter Places funded projects for local authorities across Scotland, helping them to deliver improved health, environmental, economic, social and transport outcomes.

Two decades ago, our Managing Director, John Pinkard, created a paper-based workplace challenge campaign, designed to encourage employees to leave their cars at home and use active and sustainable forms of transport. Through our exclusive Scottish partnership with BetterPoints, we now have access to an incredibly powerful digital platform that does the same thing we were trying to do all those years ago, and much more.

In broad terms, our role in BetterPoints projects is to:

☐ Help customise the BetterPoints platform, so it addresses the local context and local needs as effectively as possible.

☐ Deliver local engagement with stakeholders and target groups.

☐ Support effective local delivery of BetterPoints' behaviour change campaigns.

1.3 Behaviour change and rewards

Theory and practice show that people who start new behaviours for short-term financial gain can soon realise the other benefits of change. In the case of switching the car for more active forms of travel, these include saving money and feeling happier, less stressed, fitter, healthier and more energised. In this way the change becomes self-reinforcing at the individual level.

BetterPoints uses a digital currency to provide small rewards that build up over time and combines them with short-term campaigns that have larger prizes. This helps maintain engagement and momentum and can scale cost-effectively to large numbers of people. Over time, such programmes can provide the insights needed to target more hard-to-reach groups or maintain behaviour as circumstances change.

While incentives may be necessary to spark behaviour change in some people, particularly those with little or no initial motivation to adopt the new behaviour, they are not enough on their own. Behaviour change isn't easy, it requires a multifaceted and dynamic approach.

Rewarding behaviour is just one technique in a complex system for behaviour change. Rewards with a monetary value are one of a range of ways to motivate change; social reward, co-operation, feedback and gamification must also be tied together into a coherent programme by intelligent messaging. This must be delivered with a sensitivity to the local context and through promotional campaigns designed for the target participants.

1.4 How BetterPoints programmes work

BetterPoints programmes are multi-faceted, complex interventions that combine digital engagement with gamification, rewards and intelligent messaging. These intervention components are designed to interact with other campaigns and be delivered in the context of what is happening in the local authority area, town, city or organisation.

The programme elements are customised for you by the BetterPoints team using the administrators' interface on the backend of the system. The end user – your residents or employees, are engaged via a smartphone app, freely available on IOS or Android. A challenge portal will be co designed around your preferred brand. It will provide the landing page for email campaigns. The main call to action being to download the app to track activity.

BetterPoints programmes are typically 3-12 months in length with many clients opting for contracts between 1 and 3 years. Shorter campaigns of 4 to 6 weeks can be delivered as stand-alone interventions or as part of a 12-month programme, to maintain interest and engagement. There is no limit to the number of people who can take part.

Gamification
- Medals
- Leaderboards
- Prize draws
- Treasure hunts
- Team collaboration

Tracking
- GPS
- Device acceleromter
- QR codes
- Route map plugins
- Impact reports
- Bespoke data visualisation plugin
- Client dashboards
- Data protection and GDPR

Rewards
- BetterPoints to spend or give to charity
- Vouchers
- BetterTickets prize-draw entries
- Medals

Messaging
- Push notifications
- In-app updates
- Email
- Quizzes and surveys
- Scheduled and triggered

1.5 Benefits of BetterPoints technology

BetterPoints combine GPS tracking and motion sensing with sophisticated server-side algorithms that verify transport modes and journey characteristics. We then link this information to different types and levels of incentives that are awarded to people when they meet certain behavioural goals, such as commuting by foot or bicycle, attending an event, using public transport and sharing car journeys.

BetterPoints technology allows you to target incentives and communications to the right people at the right time – for example, those driving cars alone for short journeys that could be replaced by an alternative transport mode. BetterPoints can link the type and level of incentives to triggers initiated when someone reaches a threshold of desired behaviour or reverts back to old habits.

1.6 Evaluation

In order to deliver a useful evaluation of the programme, KPIs - upon which success is measured - are defined and agreed from the outset. Data collection methods are also specified at the start of the programme to make sure that the correct information is available when we come to report on outcomes. Programmes are assessed using tracked data, in-app questions (ecological momentary assessment or EMA) pushed to users at the time of the behaviour and surveys that can be incentivized. Brief reports and charts are available in real time in the BetterPoints portal as illustrated below on the left.

A final evaluation will be conducted by the BetterPoints team to assess the outcomes and impact of the programme and make recommendations for future interventions. We can tailor our evaluation to support the reporting requirements of the Smarter Choices, Smarter Places programme or other similar funding streams. A standard evaluation report includes user numbers, engagement and retention metrics, activity types, duration, miles and CO2 saved. It also covers mode shift behaviour change, evidenced by car journeys replaced and case studies. An example outcomes page of a report can be seen to the bottom right.
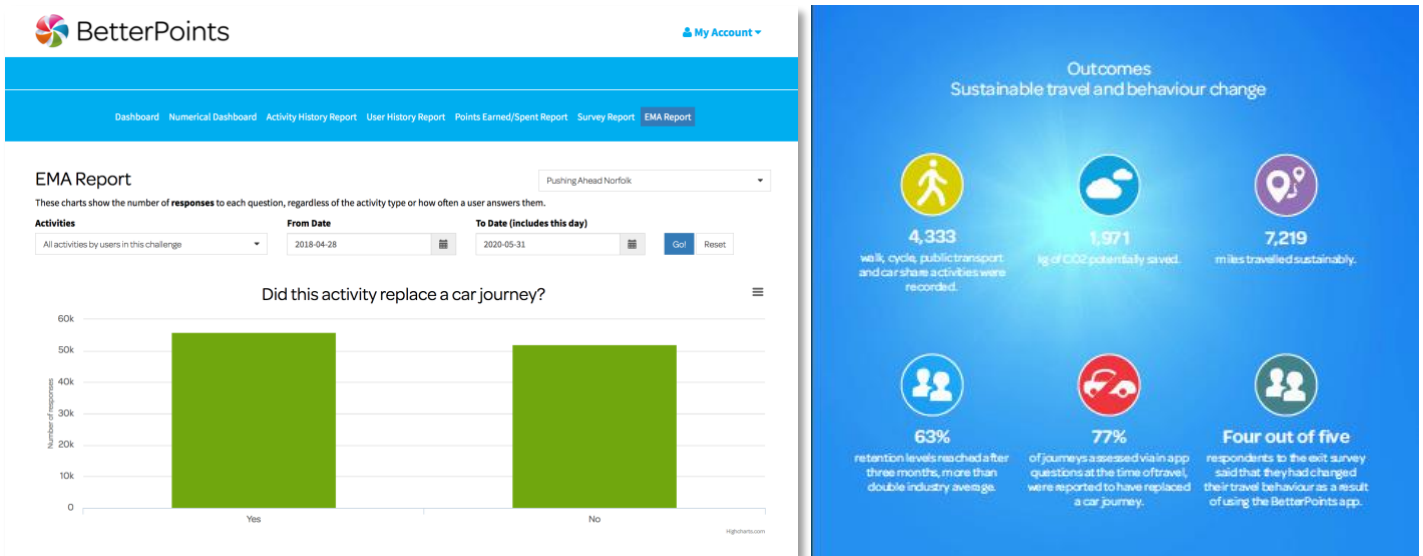
1.7 Evaluation of effectiveness

Every BetterPoints programme is evaluated to ensure total transparency and continuous improvement. Multiple case studies demonstrating the effectiveness of BetterPoints programmes are available to download from betterpoints.ltd/behaviour-change/

2 UNDERSTANDING OF THE BRIEF

2.1 Local context

2.1.1 Introduction

East Renfrewshire is located south of the city of Glasgow. The majority of the landscape is designated as greenbelt and covers an area of 67 sq miles (174 sq km). The area consists of the communities of Barrhead, Busby, Clarkston and Williamwood, Eaglesham and Waterfoot, Giffnock, Neilston, Netherlee and Stamperland, Newton Mearns, Thornliebank, and Uplawmoor.

Most East Renfrewshire residents (74%) live in the Eastwood area while the remaining 26% live in the Levern Valley. Of the total population, 70% are economically active. Glasgow is the most popular work destination with 52% of residents travelling there for work. East Renfrewshire and Renfrewshire were the next most popular work destinations with 18% and 11% respectively[1].

2.1.2 Population[2]

As of June 2019, East Renfrewshire had a population of 95,530, which is an increase of 8.2% since 1998. Table 1 shows that the area has a higher than average population aged 0-15 years, also a slightly higher than average 45-64 years population and a lower than average population age 25-44 years. These data should inform the design of a BetterPoints programme in East Renfrewshire.

TABLE 1 - POPULATION BY AGE GROUP BY SEX, EAST RENFREWSHIRE, 2019

Age Group	Male	Female	All People	% of Population	% of Population (Scotland)
All People	45,708	49,822	95,530	100.0	100.0
0 to 15	10,038	9,487	19,525	20.4	16.9
16 to 24	5,007	4,555	9,562	10.0	10.5
25 to 44	9,565	10,666	20,231	21.2	26.1
45 to 64	12,881	14,145	27,026	28.3	27.5
65 to 74	4,596	5,377	9,973	10.4	10.6
75 and over	3,621	5,592	9,213	9.6	8.5

2.1.3 Population by Community[3]

The majority of East Renfrewshire's population growth since 1998 has been concentrated in Newton Mearns (13.2%), Uplawmoor (11.0%), Eaglesham and Waterfoot (9.0%). There has also been an increase in population in the settlements of Clarkston and Williamwood (3.6%), Busby (3.3%), Giffnock (1.1%), Barrhead (0.6%), Thornliebank (0.6%) and Netherlee and Stamperland (0.4%). The population declined in Neilston (-3.3%).

---

[1] Source: https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25683&p=0
[2] https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/east-renfrewshire-council-profile.html#tables All information in this section was sourced from this site unless otherwise stated
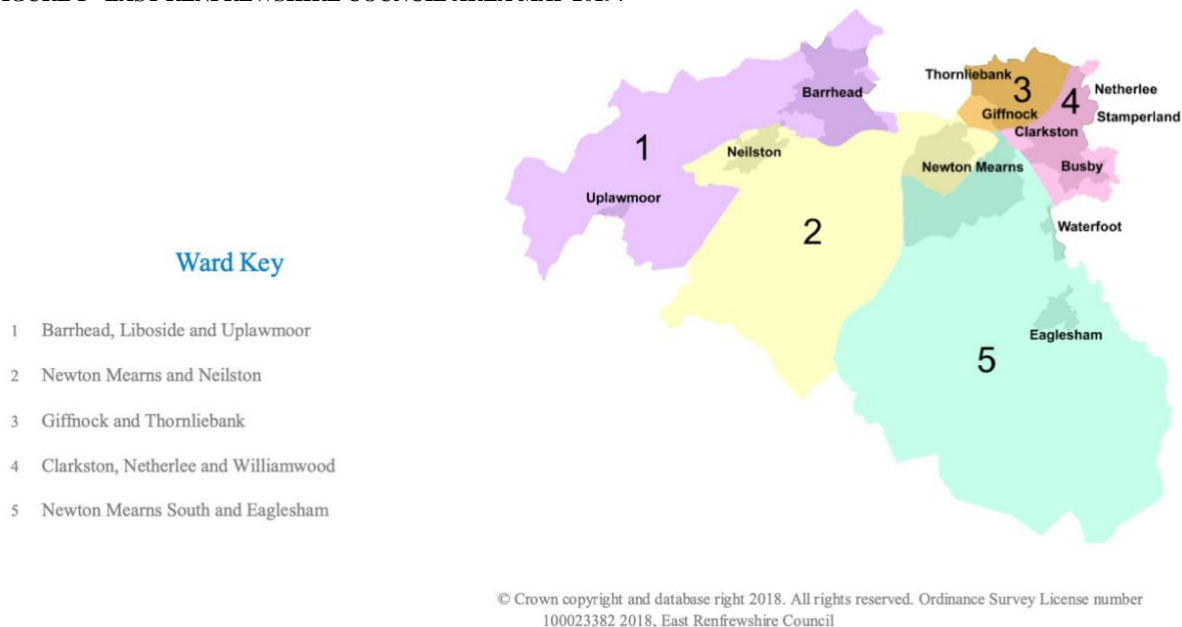[3] Source: https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25683&p=0

Table 2 provides a population breakdown by community (2018 figures).

TABLE 2 -EAST RENFREWSHIRE POPULATION PER SETTLEMENT (2018)

Settlement	Population
Barrhead	17,782
Busby	3,937
Clarkston and Williamwood	9,270
Eaglesham and Waterfoot	5,057
Giffnock	12,256
Neilston	5,332
Netherlee and Stamperland	8,163
Newton Mearns	28,177
Thornliebank	4,206
Uplawmoor	990
Total	95,170

Figure 1 shows the location of key community wards within the East Renfrewshire Council (ERC) boundary and shows the majority of East Renfrewshire's population reside in the north and north-east of the area.

FIGURE 1 - EAST RENFREWSHIRE COUNCIL AREA MAP 2019[4]

Ward Key

1 Barrhead, Liboside and Uplawmoor

2 Newton Mearns and Neilston

3 Giffnock and Thornliebank

4 Clarkston, Netherlee and Williamwood

5 Newton Mearns South and Eaglesham

© Crown copyright and database right 2018. All rights reserved. Ordinance Survey License number 100023382 2018, East Renfrewshire Council

2.1.4 Employment Profile

East Renfrewshire is home to 2,000 registered businesses and approximately 18,000 jobs. The number of available jobs in the area was projected to grow by 10% in 2020, although it is uncertain if this is still the case with the current pandemic and a predicted global recession. Home based consultancies in the business services sector make up 44% of the total businesses in the area. There have been continued regeneration efforts in the Barrhead area with the building of a Health Centre, Community Learning and Leisure Hub and Superstore developments[5]. Further plans were set to include 4,000 new homes and 25,000 sqm of commercial space over the next 10-15 years.

According to 2011 census data, the key employment sectors are[6]:

☐ Public administration, education and health 34.5%.

---

[4] Planning for the Future of East Renfrewshire: https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25683&p=0
[5] Source: https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=14243&p=0
[6] Source: https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25683&p=0

☐ Distribution, hotels and restaurants 20.3%.

☐ Financial, real estate, professional and administrative activities 18.1%.

The remaining jobs are distributed between agriculture, energy and water, manufacturing, construction, transport and communication and other unspecified sectors.

Large employers in the area include:

☐ ERC.

☐ East Renfrewshire NHS.

☐ Tesco Superstore Barrhead, and various other large supermarkets.

This information suggests there may be scope to engage employees via larger local workplaces.

2.1.5 Scottish Index of Multiple Deprivation[7]

The East Renfrewshire local authority area is recognised as being fairly affluent in comparison to the Scottish average. There are, however, pockets of disadvantage and deprivation – particularly within Barrhead and Neilston. These neighbourhoods are in the worst 10% nationally, based on the Scottish Index of Multiple Deprivation (Figure 2), which – among other things - takes account of how accessible key services are from different locations, whether travelling by public transport or car.

FIGURE 2 - THE 20% MOST DEPRIVED AREAS IN SCOTLAND
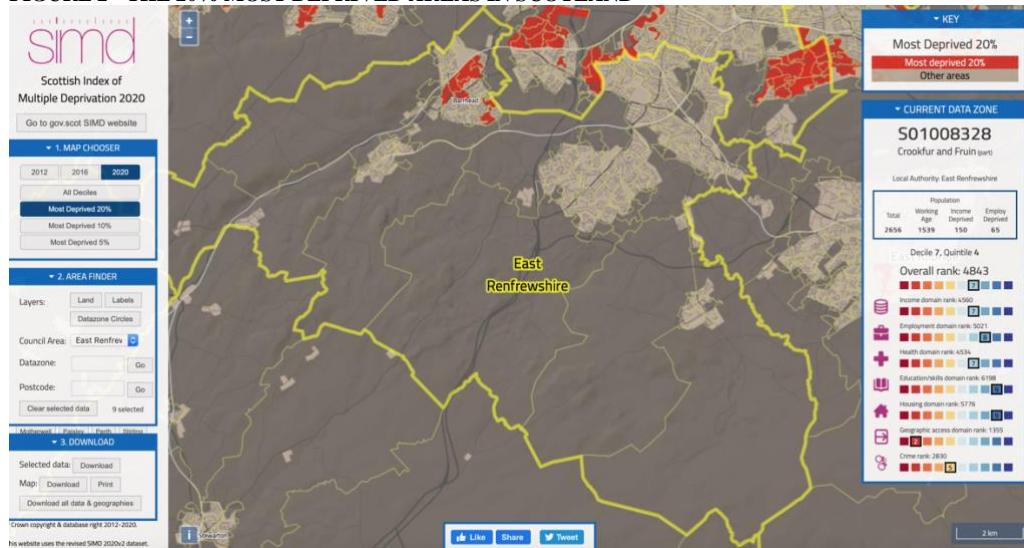
There may be scope for a BetterPoints intervention to help respond to some of the challenges associated with transport deprivation and poverty.

2.1.6 Journey to Work Data[8]

Scottish census data (2011)[9] indicates that the private car is the most popular mode for East Renfrewshire commuters (Table 3). Bus journeys and travelling on foot are the next most popular modes respectively. Travelling by train and 'Other' means were the least used modes. A substantial portion (10.8%) of the population work mainly from home.

TABLE 3 - 2011 JOURNEYS TO WORK DATA, EAST RENFREWSHIRE

Car (Inc. passengers, carpools & taxis)	Works mainly from home	Bus	On foot	Train	Other
62.4%	10.8%	10.0%	9.9%	3.7%	3.1%

[7] SIMD: https://simd.scot/#/simd2020/BTTTFTT/11.7/-4.3741/55.7249/
[8] http://statistics.gov.scot/id/statistical-geography/S12000011 - (Note - All data in this section has been taken from this source unless otherwise specified).
[9] Scottish Census data (2011): https://www.scotlandscensus.gov.uk/ods-web/area.html

Travel to work data taken from DataShine Scotland[10] indicates there are strong commuter flows from East Renfrewshire to Glasgow, with Paisley and Shortroods (among others) also being popular. Shorter journeys within East Renfrewshire are also common.

The impact of COVID-19 on commuter travel patterns has been profound. While essential workers will be commuting to their places or work, many employees are still either working from home or furloughed. For this reason, the design of a workplace focussed BetterPoints initiative for East Renfrewshire needs to accommodate and support different working and commuter patterns.

2.1.7   Response to COVID-19[11]

The East Renfrewshire Transport Response to COVID-19 is based on the following key principles:

☐   Enable compliance with government guidance;

☐   Enable essential journeys to be made safely;

☐   Support vulnerable people;

☐   Support the local economy; and

☐   Plan for now, near and long-term.

ERC has received funding through the Sustrans and Transport for Scotland 'Spaces for People' programme to identify and implement measures that promote physical distancing and enable people to move around safely in public spaces during COVID-19. ERC's plan includes the implementation of temporary measures to enable social distancing and increased active travel.

BetterPoints has previously been successfully utilised to promote behavioural change and the uptake of active travel across multiple contexts. It is therefore well placed to support the implementation of active travel measures as part of the 'Spaces for People' funding initiative.

2.1.8   Sustainable Travel[12]

Cycling

According to the *East Renfrewshire Council Background Report 2019* it is estimated (2013 figures) that 2.7% of employees cycle to work and around 37% have access to a bike. Over 4% of older primary school children cycle to school. A significant majority (85%) of residents are estimated to have access to a bike, thus supporting a BetterPoints intervention that promotes an increase in cycling in the area.

Encouragement of active travel continues to be a fundamental council aspiration. Key elements of the Council's Active Travel Action Plan (2014/15) over the next five years are; development of active infrastructure, behavioural change and monitoring, all of which BetterPoints can assist directly or indirectly with, via promotion. A series of cycle corridors have previously been identified and will continue to be the focus of further improvements. These are:

1) **Barrhead to Uplawmoor.** The Barrhead to Uplawmoor corridor parallels the route of the A736. To the south it connects with the NCN route 7 at Glengarnock and to the north and west with the same route where it passes through Elderslie. It provides coherent connections to the Paisley south and Glasgow south areas, the wider Glasgow cycle networks and their associated NCN routes.

2) **Giffnock to Newton Mearns**. Largely following the route of the A77, Strategic Cycle Corridor 2 covers an area connecting Newton Mearns and Giffnock. A connection can be made from the southernmost end of this corridor to the NCN route 73 at Kilmarnock. More locally it has connections

---

[10] DataShine Scotland: https://scotlandcommute.datashine.org.uk/
[11] Information in this section sourced from:
https://eastrenfrewshire.maps.arcgis.com/apps/MapSeries/index.html?appid=bab9e74ba33b4a35b1be846c361222b1
[12] Information in this section sourced from: https://www.eastrenfrewshire.gov.uk/media/170/LDP2-transport-background-report/pdf/ldp2-transport-background-report.pdf?m=637239421614270000

into Thornliebank and the south of Glasgow, therefore also giving access to local cycle networks in the Glasgow area along with the NCN routes that they link to.

3) **Netherlee to Eaglesham and Whitelee Windfarm**. Whitelee Wind Farm, Eaglesham and Netherlee are the major locations within the confines of Strategic Cycle Corridor 3. The corridor is based on the routes of the B767 and the B764 in this area.

4) **Busby to Barrhead.** Corridors 4 and 5 link the three other strategic cycle corridors together in an east/west sense. Corridor 4 uses the A727 and A726 between Busby and Barrhead and the B773 Darnley Road between Nitshill and Barrhead and it forms a connection between the three north-south strategic corridors.

5) **Eaglesham to Barrhead.** The fifth Strategic Cycle Corridor is also primarily an east-west link. Using the B767, Humbie Road, Whitehill Grove, Old Humbie Road, Mearns Road, Eaglesham Road, Paidmyre Crescent and Gilmourton Crescent between Eaglesham and Newton Mearns and Barrhead Road, the B769 and Aurs Road between Newton Mearns and Barrhead, it connects routes 1, 2, and 3 together to complete an integrated and coherent network.

In addition to Strategic Cycle Corridors, a local cycle network is being developed mainly on quieter, low or traffic free roads. This will help make cycling more accessible for all, linking residential areas, to key trip generators, improving and redesigning access points, creating interesting routes through parks, utilising shared surfaces. These active links complement the 'Core Path' networks which are in place within East Renfrewshire. Active travel has an important role in linking cycling facilities with public transport interchanges. Development of further facilities, at the nine rail stations, will take advantage of the extensive commuter population within East Renfrewshire.

From our brief review of cycling information, it is not clear how well used these corridors are. However, journey to work data (2011) and the 2013 data stated above suggests virtually no/very few commuters travel by bike to work, yet 85% of residents have access to a bike. This might suggest there is scope to encourage more people to use the strategic cycle network via a BetterPoints intervention.

Rail
East Renfrewshire is served by three train lines; Glasgow to: Kilmarnock, East Kilbride and Neilston. There are nine stations located within East Renfrewshire (Barrhead, Busby, Clarkston, Giffnock, Thornliebank, Williamwood, Whitecraigs, Patterton and Neilston). In 2018/19, Abellio Scotrail passenger figures show an increase in train use of 4.5% in the past year across East Renfrewshire stations[13]. There may be scope for a BetterPoints initiative to encourage rail travellers to use active modes to get to and from the station, although it is acknowledged that pandemic has severely constrained rail patronage.

Bus
East Renfrewshire is well served by bus services, with a total of 411 bus stops located in the council area[14]. The bus service is largely radial, with routes primarily heading from major settlements into Glasgow. Approximately 89% of residential properties are within 400m of a bus stop. In order to improve links between active travel and bus services the Council has planned to pilot the creation of active travel hubs, which would include the provision of more cycle parking at bus stops. There may also be scope for a BetterPoints initiative to encourage bus travellers to use active modes to get to and from bus stops/stations, although it is acknowledged that pandemic has also severely constrained bus patronage.

[13] Source: https://www.eastrenfrewshire.gov.uk/media/170/LDP2-transport-background-report/pdf/ldp2-transport-background-report.pdf?m=637239421614270000
[14] Source: https://www.eastrenfrewshire.gov.uk/media/170/LDP2-transport-background-report/pdf/ldp2-transport-background-report.pdf?m=637239421614270000

2.1.9 Local Business Improvement Districts

East Renfrewshire has three active Business Improvement Districts (BID). These organisations exist to serve the interests of their members, which are the businesses operating within the defined catchment of each BID.

BetterPoints interventions can support local traders. Consequently, it is likely to be important to develop an effective working relationship with the BIDs.

Giffnock Village15
Giffnock Village is a BID initiative funded and led by local businesses dedicated to improving Giffnock. Established in 2013, it is Scotland's 20th BID and is made up of 60 businesses.

The objectives outlined in the 'Giffnock Village' Plan include:

1) Our Great Offering – encouraging customers to use the Giffnock services more often.
2) More than a Place to Shop – giving customers more reasons to visit Giffnock.
3) Park and Enjoy – making access to Giffnock easier for customers.
4) Working Together – encouraging cross promotion amongst businesses.
5) A Hidden Gem - giving Giffnock a clear identity.

The achievement of these objectives is supported by several events and initiatives highlighted in their business plan.

I Love Clarkston16
The Clarkston Town Centre BID is comprised of 132 businesses centred around Clarkston Toll and the Sheddens Roundabout. Located in East Renfrewshire, it was put forward for a BID by the East Renfrewshire Chamber of Trade and Commerce. The BID's aim was to create a business-led programme of investment to tackle issues identified by businesses, with the aim of increasing the number of people shopping, visiting, working and investing in Clarkston Town Centre. The BID went to ballot in June 2010 where it achieved a "yes" and became Scotland's 10th BID. Further to this, a successful re-ballot took place in June 2015 at the end of the BID's first term, meaning I Love Clarkston will continue until at least 2020.

All About Barrhead Business Improvement District17
The Barrhead BID 'All About Barrhead' was developed by the town's commercial sector and continues to be managed and paid for by the same businesses, with a few retailer changes along the way. The concept only works if voted in by a majority of businesses, and it is then sustainable for its five year term by the payment of a compulsory BID levy. This collective investment pulls businesses together, including both independent and national retailers, and forms a large support network in which all businesses can flourish.

2.2 Our work to date

Ansons and BetterPoints were commissioned by ERC to prepare a project specification for a BetterPoints project in East Renfrewshire. The work involved:

☐ Undertaking seven stakeholder interviews, providing information on BetterPoints and discussing how the programme could be used most effectively in East Renfrewshire. These interviews also provided the opportunity to discuss with stakeholders the broad objectives; preferred scale; preferred target group/s; timescales; possible sources of funding for a project.

☐ The feedback gathered in the interviews was reviewed and analysed in detail – discussing the strengths and weaknesses of different suggestions. Subsequently different project specifications / scenarios were pulled together for the short term, along with potential opportunities for expanding the scheme in the longer term / in a future phase of a BetterPoints project. These scenarios were based on the feedback received, but also using our experience and knowledge of what approach would deliver desired outcomes and offer best value for money.

---

15 Source: https://www.giffnockvillage.com/wp-content/uploads/2014/04/Giffnock-Village-Business-Plan.pdf
16 Source: https://iloveclarkston.com/about/
17 Source: https://www.allaboutbarrhead.co.uk

☐ A BetterPoints Project Scenarios Summary Note with options for the short and longer term was prepared and issued to all seven participating stakeholders in advance of a virtual workshop which was then held to discuss the strengths, weaknesses and interesting points related to each scenario.

☐ The virtual workshop was held on 16 July 2020, hosted by Ansons and BetterPoints. The workshop provided an additional opportunity to gather feedback and talk through the proposed scenarios prepared so far, including the pros, cons and interesting points of each.

☐ The results of the workshop and the feedback obtained in the session have then been used to frame and prepare this proposal for a BetterPoints project in East Renfrewshire.

2.3 What we found

Some key points of feedback we gathered from the interviews were as follows:

☐ A project should focus on sustainable transport/modal shift and economic recovery.

☐ The most prominent specific objective was to enable, encourage and promote more sustainable local journeys.

☐ Inclusivity (i.e. all residents) was a key message from most, but other audiences such as workplaces, teenagers, schools, families were also noted more than once.

☐ In terms of timescales most thought an initial pilot of the programme should be around 3-6 months and various stakeholders fed back that an ongoing programme could be advantageous in the longer term, but that the pilot should commence prior to the winter months.

☐ We also gathered various options for funding from all this included, but was not limited to Smarter Choices Smarter Places, Paths for All, Economic Recovery funding opportunities.

Some key points of feedback we gathered from stakeholders at the virtual workshop were as follows[18]:

☐ The majority of feedback was supportive and positive of the short- and long-term scenarios proposed.

☐ The September start date seemed to be a slight concern for some stakeholders as they didn't feel it provided enough time to plan and prepare for an effective programme.

☐ Supporting the local economy is a priority and both scenario phases contribute to this.

☐ The initial phase focuses on the commute which is another key issue to address.

☐ All stakeholders were positive that it had the opportunity to support local traders and charities.

☐ A lot of positive feedback and discussions around the data that can be obtained and shared as part of the programme, as it would support other initiatives / projects the council have.

☐ Stakeholders welcome a family friendly initiative which builds upon the successful Beat the Street initiative.

☐ Stakeholders liked the long-term potential of focusing and supporting SIMD areas with the initiative, including the bike recycling initiative.

[18] Note this feedback is predominately based on the information contained in the BetterPoints Project Scenarios Summary Note mentioned above, which is included in Appendix 1.

3 PROPOSED APPROACH

The feedback obtained through the above work has been used to develop our proposed approach for Phase 1 of a programme (see Section 3.1). Longer term initiatives (Phase 2) are detailed within Appendix 1 and include options of what could be done in 2021. However, it is likely these options will change and evolve over time, so no further work has been completed on these at present. We believe these options should be reconsidered and discussed once Phase 1 is up and running, most likely at the end of 2020. This will allow other future proposals to be fully planned and developed and also allows for them to be aligned with the Smarter Choices Smarter Places funding timescales (the deadline for local authority funding applications is typically late January).

We also recognise this project needs to be delivered during a period of great uncertainty about how COVID-19 and Scotland's response to it will influence travel behaviour and patterns. Our proposed approach should therefore be read and interpreted with this in mind. We recommend a flexible approach is taken in relation to project objectives and delivery, so we are able to respond proactively to any unanticipated developments in the project context.

3.1 Phase 1

This proposal for Phase 1 is for a programme of engagement, reward and behaviour change starting with an inception meeting (date TBC), and a soft launch on September 1$_{st}$ and running until March 2021. The soft launch is flexible, but it will be where we start the background planning and preparatory work. The launch of the actual programme is also flexible and will be decided upon appointment.

Our Phase 1 approach includes a local umbrella programme open to anyone in East Renfrewshire over the age of 14, as well as a programme that seeks to engage employees from local workplaces.

The wider umbrella programme will incorporate a series of focused challenges and campaigns, designed to encourage residents to use active and (where appropriate) sustainable modes of travel. For instance, this could involve setting up a bespoke treasure hunt, to encourage families to get active in a local setting.

The workplace intervention will target employees who work for selected larger employers in the ERC area. For example, this would include, but would not necessarily be limited to, ERC themselves, NHS bases in Clarkston and Barrhead, supermarket stores including Morrisons, Lidl and Asda, and larger stores from The Avenue, including M&S and Asda.

We would look to work closely with any identified larger employers, providing support for running a BetterPoints initiative in their workplace, as well as tools and information to prompt their employees to sign up and participate. This would include encouraging them to travel to work actively, but also to use active modes of travel for leisure and local trips, anticipating that some employees may still be working from home or furloughed.

Promoting active modes is especially important in relation to COVID-19, where most people are avoiding public transport, or where capacity on public transport services is not available. It also allows employees to consider alternatives to the private car. Reducing or limiting private car travel by promoting alternatives has numerous benefits for the local area, including improved air quality, reduced parking issues and less congestion. Higher levels of physical activity can also support mental and physical health and wellbeing.

Alongside resident and employee engagement, we would also seek to engage with local traders, to encourage them to take part in the programme. To participate, traders would sign up to BetterPoints and allow vouchers for their businesses to be promoted and earned through the app and then redeemed in their local stores. By getting involved in this way, traders will encourage footfall and incentivise shopping locally, while at the same time, encouraging shoppers to travel sustainably for these and other local trips.

This design would allow us to act fast and get a project off the ground quickly, ensuring we are able to offer support as the COVID-19 related lockdown is eased, by encouraging and promoting active travel options, and supporting local businesses to get back on their feet. Our broad goal in doing so would be to promote and support more sustainable travel patterns and stimulate local commerce.

3.1.1 Engagement with traders

If feasible and also using the contact details ERC has on traders in the area from the latest correspondence due to COVID-19, we will endeavour to make initial contact with local traders. This will be undertaken following correspondence with the associate BIDs to ensure full buy-in in advance of making contact. Initial contact with traders will be by telephone and / or email, to introduce the BetterPoints project and outline the support available and business benefits of getting involved. This process will be repeated up to three times, until the target business has agreed or declined to take part in the project. After three attempts at contact, we will record 'no-contact' against a business and will not attempt to contact them again.

If telephone and/or email contact is not feasible, we will arrange to deliver printed materials to local traders, either in person or via mail. These materials will describe the BetterPoints project, outline the benefits local traders can derive from getting involved and detail what they need to 'sign-up'. When local traders express interest in participating in the BetterPoints initiative, the following actions will be taken (as required):

☐ Interested traders will be sent additional information and (if required) we will set up a meeting with them, to provide more about the project.

☐ If this leads to successful engagement in the project, we will provide traders with details about the project, including how they can get involved.

☐ As appropriate, we will help participating traders to identify effective and appropriate ways that they could encourage their customers to participate in the BetterPoints initiative and support their business.

3.1.2 Engagement with workplaces

It is proposed that the BetterPoints campaign will respond to the current and emerging challenges associated with COVID-19 by aiming to:

☐ Encourage employees working from and furloughed at home to get active and stay active, thereby supporting their physical and mental health and helping them to remain productive (as appropriate);

☐ Support other members of the ERC community by helping local retailers get back on their feet and supporting local charities, especially those charities already supported by ERC.

☐ As government guidelines allow, encourage people who are going back to their usual workplace to use active and/ or sustainable travel where possible.

Delivery of the BetterPoints campaign will focus on the behaviours, rewards and measures outlined in the table below.

Using ERC contact databases which have been newly updated due to the COVID-19 pandemic, we will make initial contact with each of the target organisations by telephone and / or email to introduce the BetterPoints project and outline the support available and business benefits of getting involved. This process will be repeated up to three times, until a meeting has been confirmed or the target organisation has declined to take part in the project.

We will take the following action when organisations express interest in participating in the initiative:

☐ Interested organisations will be sent additional information and (if required) we will arrange and a video chat / telephone call with them to explain more about the project.

☐ If this leads to successful engagement in the project, we will provide each workplace with details about (among other things) how and when the project will be delivered, by whom, what input is required from participating organisations and what support will be provided. Our specially designed 'BetterPoints in a Box' resource will be tailored and delivered electronically to each workplace.

☐ BetterPoints in a box (BiB) is a collection of information resources, content and promotional imagery, along with communication schedules to help participants get the most out of the programme.

☐ Working in close consultation with all stakeholders, we will draw up a short specification outlining the nature of the information and support required from the participating organisation that will help to maximise the success of the project.

☐ We will ask engaged organisations to provide us with any relevant information (e.g. travel survey results; travel plan; etc) as these details will help inform our ongoing approach and the nature and extent of the support we provide.

☐ We will further tailor the BetterPoints platform as required and as budgets allow (e.g. workplace specific registration).

☐ Engaged organisations will subsequently be provided with ongoing support, to help maximise the benefits associated with their participation in the BetterPoints programme, this will include reminders and prompts to utilise the BiB tool to their advantage.

☐ We will continuously seek feedback from organisations on BiB to ensure it's a resource that is continually improved and used to its full potential.

☐ We will work with participating organisations to identify the most effective and appropriate forms of internal communication and channels to reach their staff, alongside the degree to which they wish to promote the scheme more widely.

3.1.3 Engagement with wider community

There are a number of ways we can 'reach' target population/s to encourage them to participate in the BetterPoints programme. We will work to promote the programme in the following ways:

☐ Existing social networks and community groups. We will obtain details of such groups from ERC and conduct our own research.

☐ Word-of-mouth. We hope that people share their experience with others, and - where possible - we will encourage them to do so. Through our workplace engagement, we will seek to ask employees to promote the umbrella programme / community wide initiative to their family and friends.

☐ Media channels, such as social media; Council publications; written press, radio; etc. We will utilise ERC social media channels if there is an opportunity to do so (but we understand opportunities for this may be limited), we will look to ask other community groups to promote this via their social media channels. We will also prepare media releases for the local press to assist in programme promotion.

☐ Trader communications (e.g. via in-shop posters and/ or flyers). Through our engagement with local traders we will seek their support in promoting the initiative more widely.

Our engagement budget is a fixed price cost to deliver the above engagement. It includes time-based costs and associated promotional costs (e.g. for design, print and distribution of resources; etc.).

3.1.4 Delivery of the BetterPoints programme

The programme can be branded according to ERC's preference and tailored within the BetterPoints app. This branded programme will appear to a pre-agreed catchment of residents and employees. A customized portal will lead with the chosen branding and provide a channel to promote the app and share success stories from the programme. Ongoing monthly campaigns to maintain momentum and engagement are proposed. These campaigns will utilise themed challenges and gamification modules such as treasure hunts, team collaboration and levelling up and will delivered seamlessly within the app.

3.1.5 Monitoring & evaluation

A full evaluation report will be provided which includes number of participants, engagement levels, total activity and breakdown of user type by age, gender and postcode/Indices of Multiple Deprivation. Also, in line with transport and economic development target outcomes, the report will include:

☐ Travel behaviour change metrics – shift from car journeys to active travel.

☐ Case studies of travel behaviour change.

☐ Travel modes, distances and CO_2 mitigated.

☐ Local vouchers earned, won or 'bought' with BetterPoints from the reward catalogue.

Finally, the report will cover lessons learned and offer recommendations for future programmes.

3.1.6 Programme objectives, target behaviour, rewards & measures

Umbrella Programme – community wide with a focus on local businesses and town centres

Objective	Behaviour	Reward	Measure
Getting Back on our Feet Together - encourage people to choose active modes to travel into local town centre/s for work, shopping or leisure. **Support local businesses with in-app offers, promotions and incentivised games & events**	Answer baseline survey questions relating to current travel behaviour.	Level up to a higher rate of earning points for responding to baseline survey.	No. of baseline surveys completed.
	Answer exit survey.	Points for responding to exit survey.	No. of exit surveys completed.
	Record walks and cycles into the local town centre/s.	Points and prizes for walks and cycles at any time.	No. of journeys recorded. Distance covered actively. Potential CO_2 mitigated.
	Local business owners to give details of vouchers or offers they want to push through the app.	Local vouchers available within rewards catalogue or offered as instantly redeemable Vouchers. Sponsored prizes given as rewards.	No. of local offers redeemed & businesses engaged.
	Users to spend points on local vouchers.	Vouchers and gift cards offered as better deals than online retailers.	No. of vouchers issued. Liaison with business to measure upsell.
	Users visit local shops to win instant vouchers.	Win an instant voucher.	
	Users spend more than the value of vouchers.		
	Track use of temporary infrastructure and give feedback for future planning.	Bonus points and prizes for using those routes.	Maps of routes used. Qualitative feedback/case studies from users.
	Reach out, connect and encourage others to take part.	Points for refer a friend.	Refer a friend – number of people encouraging others in the community to take part.
	Increase use of public transport when the time is right.	Points throughout the programme but less than for active travel. Sponsored rewards such as bus tickets.	No. of public transport trips tracked.

Workplace Programme – employee specific

Objective	Behaviour	Reward	Measure
Back2Better Workplace Programme	Answer baseline survey questions relating to current travel behaviour and other options.	Points for responding to baseline survey.	No. of baseline surveys completed.
	Answer exit survey, inc. attitudinal questions.	Points for responding to exit survey.	Answers to attitudinal questions in exit survey.
	Record walks and cycles from home and (as appropriate) during commute.	Points for walks and cycles at any time.	Distance/ time of walks and cycles recorded.
	Join leaderboard challenge and help your team to win.	Prize draw prizes for leaderboard challenge. Overall challenge winner: charity prize for workplace plus prize for individual winner.	Brief case study/ story of winning team
	Share information about impact of walking and cycling on wellbeing.	Receive points for walk or cycle, only if provide information about mood.	EMA questions about mood after walk/ cycle.
	Donate points to local charities.	As many local charity donation options as possible.	Overall report to include points donated and charities benefitting.
	Reach out, connect and encourage others to take part.	Points for refer a friend (i.e. colleague).	Refer a friend (i.e. colleague) – number of people encouraging others in the community to take part.
	Local traders to give details of vouchers they want to offer through the app. Users to spend points on local vouchers.	Local vouchers available within rewards catalogue.	No. of local offers redeemed and businesses engaged.

4 PRICING

The programme price includes a technology license for the use of the platform and app, hosting, maintenance, back-ups and user support. Behaviour change programme design, set up and data capture, in line with pre agreed KPI's is a set, up-front cost. Management, implementation and engagement fees cover account management, ongoing monitoring of reach and engagement, as well as content creation for in app stories and messaging. In-app content and offers will be designed in liaison with ERC's Transport and Economic Development teams and will mirror and add to existing and planned communications, events and promotions, with a set number of "BetterPoints boosted" events throughout the programme - for example, double points for cycling into town during a promotional event day.

All prices below exclude VAT.

4.1.1 BetterPoints Platform – 7 Month Programme £23,950
- Technology license: 7-month including hosting and customer support - £7,000 (this includes a license for September when we would be setting up, customising and doing internal testing. Ready for October 1st launch.
- Umbrella programme design and set up of portal and programme in app - £3,000 this will include a themed gamification campaign.
- Programme Management - £3,850 to include:
  - o Message creation
  - o Local trader onboarding
  - o Up to 8 "BetterPoints boosted" events based bonus or short term reward offers set up
  - o Points monitoring
  - o Account management
  - o Dashboard interpretation and assistance.
- Treasure hunt – £4,500 (per hunt) this is for campaign creation, treasure design/animated digital character creation, collateral development, liaison on placing of treasure/local clues and set up in system.
- Workplace challenge module: £3,100 this includes challenge and leaderboard set up, content and prize administration.
- Reporting/Evaluation: access to the BetterPoints dashboard for live data. Standard level evaluation reporting - £2,500.

4.1.2 Marketing and Promotion[19] £3,450
- Traders guide design and copy writing £250.
- Poster, flyer and vinyl banner design £1,200.
- Print £2,000.

4.1.3 Rewards £7,875
- Umbrella programme rewards £5,375. A recommended rewards budget of £5,000 is proposed. This would include a rewards package of 5 million points (worth £5,000 plus £375 or 7.5% admin fee).
- Additional rewards budgets would be required of £1000 and £1500 for the treasure hunt and workplace challenge respectively. Administration of these rewards are included in the overall module cost.

The elicitation of rewards can be supported by Ansons Consulting as part of the trader engagement provision. Rewards budgets are estimated and can be augmented by sponsored prizes where available.

[19] Marketing and promotions includes BetterPoints standard digital pack of A5, A4 flyers and banner designs as well as standard print. Additional may be required and will be specified and priced separately, as agreed at the time.

4.1.4 Local Support & Engagement – 7 Month Programme £42,700

Ansons' total lump sum fee to complete the local engagement work as described in this proposal is **£40,037** (excluding VAT) plus £2,665 of expenses. This fee includes c.92 days of consultancy time, a substantial majority of which will focus directly on engaging with traders, workplaces and engaging with the wider target audience for the BetterPoints programme.

4.1.5 Additional Options

- ☐ Community campaign – route specific £2,550 (additional rewards budget required to be determined depending upon scope).
- ☐ BetterInsight data visualization - £500 per month includes access to reporting dashboard.
- ☐ Marketing/engagement: Focused high-profile print/billboard campaign £10,000-12,000.
- ☐ Bespoke reporting and additional analysis is available as required and will be priced based on the number of days needed. This may include but is not limited to the breakdown of activity by area, user types, sponsored rewards click through rates and/or other business specific metrics required.

Total Price £77,975.00 (exc. VAT)

5 KEY TEAM MEMBERS

Project Director - John Pinkard BA, PGDip. (Business)

Ansons is led by Managing Director John Pinkard, who has 19 years of transport consultancy experience and an additional 7 years' experience working as a management consultant. He has worked to Director level for several respected transport consultancies and successfully managed and directed hundreds of commissions. John has been involved in delivering and project managing Smarter Choices interventions since 2000 – including work for various local authorities – and is one of Scotland's leading experts in this field.

Project Manager - Deborah Hodgson MA (Hons) MCIHT

An Associate at Ansons with over 13 years' experience in travel behaviour change globally. She has worked in both consultancy and local government settings in the UK and Australia and has experience working in UK, wider Europe, UAE, Australia and New Zealand. Deborah has project managed a number of commissions during this time, some of which include large scale behavioural change initiatives, such as Transport for Greater Manchester's Travel Choices Programme (2014-2016). Deborah project managed the workplace and jobseekers element of the programme and as such worked directly with over 150 organisations (including universities, colleges and various NHS sites), engaging with over 20,000 employees. Deborah was also responsible for the monitoring and evaluation of this initiative which showed that that take up of Personalised Travel Planning on the business project was above average at 20%+, with an average mode shift of 12%. The project was selected as a finalist in the 2017 Policy, Planning & Implementation Award category of the National CILT Awards for Education & Excellence, and was runner up in the same category in the North West.

BetterPoints Programme Director - Hannah McCarthy MA (Hons)

Programme Director for BetterPoints Ltd, designing, implementing and evaluating complex behaviour change interventions for health. 10 Digital Ladies Innovation award winner. PhD Student at UCL, thesis on Machine learning and behaviour change. Psychology masters from Edinburgh; focus on complex systems. International experience in software industry with a focus on applied AI.

Additional Support

Both Ansons and BetterPoints have various other staff that can be called upon for the project. This includes consultants, technical experts and marketing and promotional professionals to ensure we have a well-rounded and suitably experienced team to deliver the full commission.

6 PROJECT, QUALITY, ETHICS & RISK MANAGEMENT

Ansons Consulting has a wealth of experience in managing projects. We place considerable value on the quality of management and management systems to ensure delivery is on time, on budget and achieves its target outputs and outcomes.

As Project Director (PD), John Pinkard will have strategic oversight of and take overarching responsibility for successful delivery of this commission.

As the Project Manager for this commission, Deborah Hodgson will co-ordinate our technical team and help lead the project team, including liaisons with BetterPoints. Deborah will work closely with the PD and BetterPoints and help oversee resource allocation to ensure the successful delivery and performance of this project.

In the following sections, we set out the main project management, risk management and quality control mechanisms to be used within this project, to ensure that quality is guaranteed.

6.1 Quality control

6.1.1 Systems & processes

This project offers us the opportunity to plan and deliver a BetterPoints engagement project in East Renfrewshire. The way we delivery this project will take full account of best practice and the experience and knowledge we have gained from delivering a significant number of similar and related projects.

From the outset of the commission we will strive to fully understand the needs and preferences of ERC, its project delivery contractors, the target populations and associated stakeholders we work with, and to ensure that the services being delivered are effective. In delivering these services, Ansons will ensure:

- ☐ Customer needs are clearly identified.
- ☐ Reasonable expectations are set.
- ☐ Services are responsive, timely and reliable.
- ☐ Those delivering the service have appropriate skills.

Ansons will combine the skills, knowledge and experience of the consultancy team for this commission with strong and effective day-to-day management of the project within our excellent project management and quality control frameworks. This will enable us to bring our combined technical expertise to bear in the most effective and efficient way.

To ensure our work as relevant, useful and engaging as possible, we will use a continual improvement cycle (see Figure 3) throughout this commission. This will help us to review progress, identify key success factors and barriers and improve performance over the life of the project, thereby helping to improve the quality of our work, ensure it is delivered on-time, on budget and to the client's satisfaction and that it creates a more robust legacy.

FIGURE 3 - CONTINUAL QUALITY IMPROVEMENT CYCLE[20]

---

[20] Adapted from the Plan - Do - Check - Act cycle found in ISO 9001:2015 (Quality management systems).

Ansons' approach to project management, client contact, project reporting, record keeping, standards and risk management form an integral part of our quality assurance and quality control processes that underlie and inform all our work. These have all been well tested over time.

6.1.2 Expert team

In relation to this project, the quality of our work largely depends on our team of consultants, who have a wealth of experience in planning, delivering and evaluating projects designed to influence travel behaviour and reduce the negative impacts of travel choices.

The project team has been compiled to ensure the correct mix of high-level technical input, project management and day to day task completion to provide a framework for the efficient delivery of this commission. Members of the project team have been identified and bench marked against the requirements of the brief to ensure that the most fit for purpose individuals are hard wired into the project team.

Key members of the project team are available to start work on this project immediately. Key team members have been involved in the development of our tender and understand the requirements of the brief.

6.1.3 Communication

Effective communication is an important component of our quality control systems. Amongst other things, this involves regular debriefing of and peer review by members of the delivery team. We anticipate holding meetings for this purpose at least fortnightly (more regularly if specific challenges or opportunities arise). The purpose of these meetings will be to help the delivery team learn from experience by discussing high and low points, considering how to capitalise on strengths and opportunities whilst at the same time discussing how to tackle weaknesses and trouble-shooting threats.

Alongside this, Ansons' Director – John Pinkard - will review project progress, outputs and outcomes on a weekly basis and will feed back to the delivery team as required and with a view to improving the quality of our services and processes.

6.1.4 Monitoring

We will monitor performance in delivering services throughout the life of the project. By measuring the contractual and non-contractual KPIs we will ensure a consistent and high level of service is maintained and that the project is delivered on programme and to budget.

6.2 Project management

6.2.1 Project team

Members of our proposed team have worked successfully together in the past on similar commissions. Our team is of sufficient size and competence to provide back-up assistance and support if one or more members of the team become unexpectedly and/ or temporarily unavailable.

Our methodology (see Section 2.2) demonstrates how we expect to deliver this project. Section **Error! Reference source not found.** identifies our proposed fee for delivering this commission. Section 5 demonstrates that the identified consultants have the required levels of technical experience and ability to successfully undertake this commission.

6.2.2 Project management arrangements

John Pinkard (Ansons), will be the **Project Director** (PD) for this commission. As such, he will be responsible for Ansons' overall delivery under the contract, including in relation to performance management and providing strategic direction to our project team. He will be the point of contact for the Client Manager for any concerns beyond those that can be directly resolved by members of the consultant team. Amongst other things, the PD will take responsibility for:

☐ Overall management and delivery of tasks in terms of performance, time, cost and quality to ensure adherence to the Project Plan (which will be developed upon appointment), including technical approval of all deliverables before issue to the client;

☐ Implementation of project governance, including co-ordination of project reviews;

☐ Management of the project team including allocation of resources to ensure delivery;

☐ Ensuring compliance with health, safety, welfare and environmental requirements; and

☐ Measurement of performance and direct regular liaison with the Client Manager to obtain performance feedback, and management of the project close-out process.

Our **Project Manager** (PM) Deborah Hodgson will co-ordinate our technical team and help lead the project team. Deborah will work closely with the PD and BetterPoints and help oversee resource allocation to ensure the delivery and performance of this project.

6.2.3 Understanding client requirements

The inception meeting (which will be agreed upon appointment) will be an opportunity to ensure we fully understand client expectations, objectives, requirements, priorities etc. This will help clarify the scope of the brief and the format of the services required to deliver the outputs and outcomes ERC is seeking. It will also identify any key assumptions made or key constraints, along with the main risks and scope and methods of our work. Following the Inception Meeting the project team will prepare minutes that summarise and confirm our agreed approach to delivering the commission.

Thus, the minutes from inception meeting will confirm the key objectives, deliverables and timescales for the project, define the frequency of project review meetings, record any variations, and focus on delivery of ERC objectives through proactive project and risk management.

Our PD and PM will oversee regular reviews of our progress and seek to drive improvement wherever possible. Through early identification of issues, we will be able to assess all risks and opportunities and take the appropriate actions to mitigate or realise these, updating our approach as necessary.

6.3 Research ethics

Ansons Consulting aims to promote and support environmentally and socially sustainable mobility patterns through its work so has a strong ethical base. This manifests itself not only in the nature of our work, but in the way we deliver our work, select contracts and conduct ourselves. It also informs who we work with and we are delighted therefore to be teamed up with BetterPoints, who share our values and understanding of research ethics.

Ansons Consulting is registered with the Information Commissioner[21] and is bound by the Data Protection Act and the GDPR. All research participants will be assured of confidence and anonymity in the use of their contributions unless in agreement attribution is seen as favourable. All our research is conducted honestly, with the intent of not causing any harm or unwelcome intrusion to participants. Its sole purpose is to collect and analyse information impartially. Ansons Consulting operates in line with Social Research Association Ethical Guidelines[22].

With respect to this research, a number of key ethical issues have been identified and are considered below:

☐ Participation with all potential and actual research participants will be informed and consent will be sought with all participants under the age of 16 and any vulnerable adult.

  o Participation is through valid informed consent with all participants given clear information regarding the aims of the research and the reason for it taking place.

  o The participants role and potential contribution to the research will be highlighted and they will have the opportunity to withdraw from the research as and when.

---

[21] Reference number: ZA167934
[22] See: https://the-sra.org.uk/common/Uploaded%20files/ethical%20guidelines%202003.pdf

- o Active consent is sought for all potential participants under the age of 16 ensuring for each participant that the parent has consented to the research, and has informed the researchers of this.

- o For any younger person (16+) involved, the initial approach will be through the relevant service lead organisation.

☐ Ensuring that analysis is protected from bias. Ansons Consulting will:

- o Ensure the research tools are agreed with the client and utilised in line with organisational policy.

- o Ensure the inclusion of open questions and areas of discussion with participants and that raw data (recordings) are available for review.

- o Ensure rationale for choice of any case studies is agreed with the client.

☐ Confidentiality for interviewees and participants. Ansons Consulting will:

- o Limit information collected and retained to that sufficient to allow contact to be made (name, address, telephone no. and e-mail address).

- o Ensure anonymity for any interviewees and any participants.

- o See references to Data Protection below.

☐ Data protection. Ansons Consulting will ensure:

- o No personal data is collected without adhering to the Data Protection Act requirements for fair processing, i.e. the provision of a Data Protection Statement (to be agreed with the client).

- o All staff who handle data receive instruction regarding the security and data protection requirements as part of their training.

- o Appropriate security measures are taken when transferring sensitive data between external organisations.

- o Only removable media and laptops owned by Ansons Consulting and its approved suppliers and clients are granted access to our network and are permitted to hold our data on and off site.

- o By default, computers owned by Ansons Consulting are encrypted and password protected for additional data security in the event of loss/theft.

- o Stored data can only be accessed by authorised network users with appropriate permissions and is protected by firewalls that protect from outside intrusions.

☐ Ensuring research participants are chosen with an appropriate rationale and are not disadvantaged in their participation. Ansons Consulting will:

- o As required, aim to identify a matrix of case study types to review a range of projects based on identified criteria.

- o Ensure the research will take a consistent approach on who it identifies as being representative of the different target groups.

- o Where practical, ensure individuals will not have their participation disadvantaged if they have issues of access or availability (i.e. childcare issues). Where this would be a barrier to participation, Ansons Consulting would look to address these issues.

6.4 Managing project risks

Effective risk management is a key factor in how we run our business, and we operate a rigorous, proven process for the identification, assessment and management of risks. This functions as an early warning mechanism, allowing us time to mitigate risks and ensure we provide our clients with a 'no surprises' service.

Table 4 outlines the risk management process we will use to deliver this project. To underpin our risk management processes, we develop and monitor risk registers. The PD/ PM will maintain the register, which will identify the key risks to successful delivery, including possible impacts on programme and budget. The register will identify ownership of each risk by the party best able to manage it, and clearly articulate the necessary mitigation measures and how we will manage any residual risks. Risk management will be instilled into the culture of our team during our team meetings as we constantly challenge team members to identify ways to mitigate and manage risks and realise opportunities.

Several risks have already been identified by the project team. Ansons suggested approach to mitigating these risks is set out below. Any additional risks and associated mitigation will be identified and agreed at Inception and monitored closely over the course of the project.

TABLE 4 - RISKS & MITIGATION

Risk	Impact	Likelihood	Proposed mitigation
Change in availability of staff in consultant team(s) (e.g. due to illness, change of personnel)	Medium	Medium	Depth of expertise and knowledge in consultant team such that if one team member is unavailable, others will be able to cover and continue the work.
			Maintain contact with our network of expert associates, some of whom would be suitable and available to assist in the event of an unanticipated absence by a core member of the project delivery team.
			Thorough record keeping and strong project management so that all project team has ready access to up-to-date information and understanding of project progress and required activities. Information is clearly labelled and stored.
			Any predicted absences are clearly communicated and managed in advance.
			In response to the ongoing COVID-19 crisis, we have already implemented the following measures:
			☐ Utilising technology to enable our staff to work from home while allowing you to contact them through the usual channels of telephone and email.
			☐ Monitoring workflow to ensure our service levels are not adversely affected and that risks associated with the crisis

			are carefully and actively managed. ☐ Holding all essential client meetings virtually, using information technology.
Change in availability of staff at ERC and/ or partner organisations (e.g. due to illness, change of personnel)	TBC following discussion with ERC	TBC following discussion with ERC	As above - TBC following discussion with ERC
Project budget is exceeded	Medium	Medium	Provision of a detailed project budget with all costs clearly understood and itemised. Strong project management. Careful record is kept of time spent on each activity, against budgeted time allocation. Any changes in scope are carefully documented and agreed, together with implications for project budget. Contingency is included in project budget.
Scope creep/ change in project scope	Medium	High	A change request log is maintained, to register all requested changes to scope. Any changes in scope are discussed between the consultant team and ERC. Cost, time and quality implications are clearly understood. Written agreement between the consultant team and ERC on changes to scope.
Meeting deadlines and competing project within the defined timescale	High	Medium	Clear definition and communication of all project milestones. Work is planned to allocate required time for each activity. Any risk of meeting a deadline is clearly communicated in advance, so that necessary action can be taken (e.g. scope change, reallocation of personnel).
Lack of engagement with stakeholders/audiences	Medium	Medium	Use a friendly, personable, flexible approach. Acknowledge time constraints and minimise time input required from users.

			Clearly communicate the benefits of user involvement. Incentivise engagement.
Data loss and/or IT failure	High	Low	A 'triple lock' data backup system is used combining real time synchronisation, weekly backup of all files to external server, and regular copying of all files onto external hard drives.
Failure to communicate effectively between consultant team(s) and ERC and any project partners	Medium	Medium	Identify and clearly agree in writing the communication channels to be used during the project (e.g. regular updates, meetings) Adopt clear points of contact and areas of responsibility for each member of the project team Have an ultimate single point of contact and leader in the consultant team (i.e. Deborah Hodgson – PM) Maintain an up-to-date communication and contact log

Our proactive approach to the identification and management of risk, as well as and monitoring and reporting progress against our project plan will ensure that any issues that could impact on the programme or budget are identified at the earliest opportunity and effectively managed to minimise their impact, and that ERC is kept fully informed. Mitigation measures will be appropriate and cost effective.

7   INSTRUCTION & THE CONDITIONS OF APPOINTMENT

We understand ERC will issue Ansons Consulting Ltd a contract on acceptance of our quote. If there is a purchase order reference applicable to this work for invoicing purposes, please also provide this.

Please direct all correspondences about this proposal to:

John Pinkard
Director
Ansons Consulting Ltd

t: 0131 208 1553
m: 0776 542 6639
e: john@ansonsconsulting.com

APPENDIX 1 – BETTERPOINTS PROJECT SCENARIOS SUMMARY

The following text was issued to invitees in advance of a virtual stakeholder workshop, which was designed to gather stakeholder feedback about a selection of scenarios describing ways a BetterPoints project could be delivered in East Renfrewshire.

Introduction:

In June 2020, Ansons Consulting Ltd (Ansons) conducted seven stakeholder interviews with East Renfrewshire Council (ERC) employees, in order to investigate the potential for a BetterPoints project in East Renfrewshire. The key areas of discussion focussed on:

☐ Identifying the possible approaches and broad objectives;

☐ Discussing the preferred scale and target group/s;

☐ Potential delivery timescales; and

☐ Possible sources of funding for a project.

From these semi structured interviews, Ansons reviewed the summary outputs, discussed the strengths and weaknesses of different suggestions and sketched out some potential project specifications/scenarios for the short term, along with potential opportunities for expanding the scheme in the longer term / in a future phase of a BetterPoints project. These scenarios were based on the feedback we received, but also using our experience and knowledge of what approach would deliver desired outcomes and offer best value for money.

The purpose of this summary note is to provide information on some of the options available for further consideration by stakeholders, in advance of the virtual workshop which will be held on 16 July at 10-12. The discussion at this virtual workshop will predominantly focus on the content of this summary note, discussing the scenarios included, the strengths and weaknesses of alternative approaches and gathering any additional information that may be relevant.

Phase 1 – Large ERC Employers, working alongside local traders

Through the interview process, many stakeholders indicated it is important to ensure any BetterPoints intervention is inclusive. For this reason, we propose including the option of making a local umbrella programme available to all residents. This will allow anyone over the age of 14 to join the programme. It can be set to only be visible to people who register with postcodes from an agreed geographic radius, in and around East Renfrewshire. This means that people who download the BetterPoints app from other areas of the UK will not be able to see the East Renfrewshire programme and/or benefit from its rewards.

Having this available to all residents will ensure the overall programme is inclusive and provides an excellent opportunity to promote the BetterPoints programme and brand across the local authority area. Within this wider umbrella programme there can be a series of focused challenges and campaigns, as described in more detail below.

Whilst a population level programme with basic rewards is an excellent way of raising awareness of active travel, evidence and experience suggest a more targeted approach is required for behaviour change among key groups. Specifically, those who are regularly using their cars for work or leisure rather than already walking or cycling for example. Therefore, we suggest a focussed BetterPoints intervention is also delivered, that targets employees from local workplaces.

The workplace initiative will sit alongside the local umbrella programme in the BetterPoints app. The workplace programme will have a clear target audience and a separate rewards budget, whereby users can earn points and redeem them (converting them to shopping vouchers or donating them to charity). The workplace initiative will also include a programme of dedicated marketing and communications activities, designed to encourage participation.

We suggest targeting the workplace intervention at employees who work for selected larger employers in the ERC area. This could include, but would not necessarily be limited to: ERC themselves, NHS bases in Clarkston and Barrhead, supermarket stores including Morrisons, Lidl and Asda, and larger stores from The Avenue, including M&S and Asda (although an across-the-board approach could be taken for the shopping centre, ensuring all shops were able to participate).

We would look to work closely with any identified larger employers, providing support for running a BetterPoints initiative in their workplace, as well as tools and information to prompt their employees to sign up and participate. This would include encouraging them to travel to work actively, but also to use active modes of travel for leisure and local trips, anticipating that some employees may still be working from home or furloughed.

Promoting active modes is especially important in the current circumstances, where most people are avoiding public transport, or where capacity on public transport services is not available. It also allows employees to consider alternatives to the private car. Reducing or limiting private car travel by promoting alternatives has numerous benefits for the local area, including improved air quality, reduced parking issues and less congestion. Higher levels of physical activity can also support mental and physical health and wellbeing.

Alongside employee engagement, we would also seek to engage with local traders, to encourage them to take part in the programme. To participate, traders would sign up to BetterPoints and allow vouchers for their businesses to be promoted and earned through the app and then redeemed in their local stores. By getting involved in this way, traders will encourage footfall and incentivise shopping locally, while at the same time, encouraging shoppers to travel sustainably for these and other local trips. Although it is worth noting that the programme isn't wholly dependent on this. The rewards catalogue functions without these local rewards, but they are the 'icing on the cake' for a local initiative.

The above scenario could be classed as Phase 1 of a potential project. This design would allow us to act fast and get a project off the ground quickly, ensuring we are able to offer support as the COVID-related lockdown is eased, by encouraging and promoting active travel options, and supporting local businesses to get back on their feet. Our goal in doing so would be to promote and support more sustainable travel patterns and stimulate local commerce.

ERC has advised they have up to date contact information for large employers and local traders, due to the COVID response, which would help us get the project running quite quickly. In addition, through delivery of similar projects, we have developed a range of tools, templates and processes which will also help us to get the project underway rapidly.

Suggested schedule for Phase 1 of the programme – a potential launch date of 1 September (project duration 3-6 months).

The types of initiatives described in the following section (Phase 2) are likely to take more time to plan and deliver. This would allow time to; gather data, increase reach, targeting and ensure best value for money. Also enabling the messaging to be clear and simple in the beginning, whilst the audience is becoming familiar with the app and programme, and more detail can be added later. For this reason, we recommend ERC considers introducing some or all of them at a later point in time (e.g. future financial years) – whether separately or in addition to the workplace focussed programme outlined above.

Phase 2 - Programme Expansion (Suggested time-frame: from April 2021)

A number of possibilities exist in relation to possible future expansion of a BetterPoints programme, some of which are outlined below.

School Routes and Commuting / Active Travel for Children and Families – we understand Beat the Street has been really successful, particularly as a means to engage families. BetterPoints programmes target children and their families with active travel behaviour change programmes that extend beyond six weeks. This means they can build on the momentum and investment in the Beat the Street programme. For instance,

this could involve: Treasure hunts in the local area to encourage active journeys and footfall in specific areas. These can include virtual treasure, themed challenges etc.

Promoting New or Under Utilised Infrastructure – The need to provide safe provision for walking and cycling as a result of the COVID-19 pandemic is driving the set-up of temporary infrastructure in towns and cities worldwide. The BetterPoints programme can be used to promote and reward the use of temporary, new or underutilised infrastructure in the ERC area. In this situation this could include promoting a new cycle or shared-use route, or an older route that isn't being used to its potential. We could target local residents in that area, promote the route and incentivise people to use it, and reward them for doing so. Qualitative information and feedback on new and temporary routes can be gathered, at the time of the activity to augment tracked data and understand user perceptions and needs.

Working with the Community – we could work with others in the local area to make a potential programme more inclusive, more valuable and support those who need it most. This could, for instance, include considering if a bike recycling scheme could be introduced locally, drawing on information gathered from residents on unused bikes in their households. We could reward them for bringing this information to our knowledge. Subsequently residents could be rewarded again (in points) for donating a bike to a local drop off facility. We could work with a local bike repair shop to ensure these bikes were fit for purpose and reallocate them to people in the community who need them most, using the BetterPoints programme to enable, promote and encourage active travel for all.

Data Analysis / Heat-Mapping – we can visualise all journeys without geo locating specific routes in the BetterInsight dashboard. This includes real-time maps and visualisations for sophisticated analysis of behaviour and infrastructure planning. We can go further by geolocating key routes and incentivise people for tracking their journeys in these areas as outlined above. From this we can derive a targeted layer of data reporting for your behaviour change programmes.

Summary

In the immediate term, Phase 1 will allow us to act quickly, utilising a targeted approach to engage and encourage employees at targeted East Renfrewshire workplaces to try BetterPoints, and alter their travel and shopping behaviours.

The longer-term BetterPoints initiatives in Phase 2 are much more complex. We want to ensure value for money, by having time to gather data, increase the reach and allowing time to plan and target specific groups. These initiatives would allow us to expand and deliver a targeted programme year on year, ensuring the programme is fully inclusive and beneficial to as many residents as possible.

Additional Suggestion for Consideration

BetterPoints could also be used as a catalyst for community engagement/consultation in East Renfrewshire, in order to help prepare an Active and Sustainable Travel Action Plan with / for the local community. This component would focus on building an understanding of the current strengths and weaknesses of the active and sustainable transport provision in the local community. This could be done through an information gathering process, including a desktop study, stakeholder interviews, surveys, community focus groups and workshops. This project would culminate a greater understanding of the challenges and opportunities for active and sustainable travel in East Renfrewshire, as well as the identification of a set of actions designed to promote their growth.

EAST RENFREWSHIRE COUNCIL

CABINET

4 February 2021

Report by Director of Environment

CITY DEAL: BALGRAYSTONE ROAD PROJECT

PURPOSE OF REPORT

1.   The purpose of this report is to advise on the current position of the Balgraystone Road City Deal project and an associated increase in expenditure. The road is now complete and open.

RECOMMENDATIONS

2.   It is recommended that Cabinet notes:-

- the considerable additional betterment provided through the revised project;
- the contract compensation event changes in relation to redesigns and on-site conditions
- that a further report regarding the scope, timescales and costs for all City Deal projects will be submitted to the Cabinet in the near future.

BACKGROUND

3.   The £1.13 billion City Deal infrastructure fund across the Glasgow City region is aimed at enabling a programme of works that will greatly add to the value of the local regional economy over a number of years.

4.   East Renfrewshire is benefiting from a £44 million investment package comprising £38 million investment from the Scottish and UK Governments and co-funded by the Council through a £6 million capital contribution.

5.   The focus of the programme is to provide infrastructure in support of the planned growth of Newton Mearns, sustain the regeneration of Barrhead and to transform the Dams to Darnley Country Park into a popular visitor attraction.

6.   In terms of the £44 million City Deal investment, a programme of ambitious projects has been developed which will stimulate economic growth in East Renfrewshire, improve transport links, increase leisure opportunities, support business development and unlock residential land. The investment will generate economic benefits and additional Gross Value Added (GVA) and employment.

7.   The Council's overarching programme is entitled the M77 Strategic Corridor Programme. This comprises several projects one of which is the Balgraystone Road project.

8.   The Balgraystone Road project provides essential access to the Council's land at Barrhead South enabling early phases of residential development through the creation of a new access road adjacent to St Luke's High School, two traffic light junctions and an active travel link. Specifically the project will:

- Open up new residential development opportunities, including access and utility services for 200 homes to support the regeneration of Barrhead, the first phase of which will include a development of over 40 council houses.
- Improve access to Dams to Darnley Country Park and the proposed new rail station, enabling a rail and bus interchange.
- Along with planned improvements to Aurs Road, this project supports the wider long term economic objective of delivering a new sustainable community in Barrhead South of up to 1050 new homes within the next decade.

9.   In March 2018 the Council made provision of an overall sum of £12.564 million in its General Fund Capital Programme in relation to the City Deal Barrhead station project. The station project included a proposal for a major upgrade of Balgraystone road.

10.   In February 2019 this was broken down in the General Fund Capital Programme into a roughly estimated £2.21 million for Balgraystone road and a remaining balance of £10.354 million for the station.

11.   The estimated £2.21 million for Balgraystone road was for the physical construction of the road. This estimate was always subject to final design, project constraints and eventual returned tender costs.

12.   The other fees as part of the project including; design fees to prepare the design of the road, site supervision fees to supervise and oversee the project on site, consultancy fees relating to Ecology reports and other pre-work reports, City Deal staff costs, ground investigation costs, business case preparation costs, utility payments (payments to install Gas, Electricity, BT etc.) all remained within the budget line of £10.354 million for the station.

13.   The contract for the road construction was let for £1.769 million and work started in June 2019. Completion of the project was originally scheduled for December 2019. However, due to a number of challenges completion was subsequently delayed until October/November 2020.

14.   Glasgow Region City Deal projects are required to be procured through the use of NEC3 engineering & construction contracts. In this type of contract there is provision for the contractor to claim additional time and payment for events which do not arise from the contractor's fault and entitle the contractor to be compensated for any effect the event has on prices, the completion date or another key date. Such occurrences are called 'compensation events'. In addition the term compensation events also includes where the Council makes changes to the project such as increasing the scope.

15.   For a number of reasons outlined below the contract cost increased from £1.769 million to £3.242 i.e. an increase of £1.473 million through betterment and added value and the application of compensation events. This compares with the existing capital provision referred to above of £2.21 million. (The revised contract cost therefore exceeds the existing estimated City Deal capital provision for Balgraystone road by £1.032 million).

16.   The project scope was increased as time proceeded and issues became clearer to add betterment to the project and resolve existing issues in the area, future proof the site for further development and provide more benefits for residents and visitors including disabled people. For example, the increased scope of the project has provided the following benefits:-

- An updated and enhanced Balgraystone Road with raised/level pedestrian crossing facilities,(Development Contributions)
- A full 3.5m wide active travel link from Dams to Darnley Country Park car park to Springfield Road, including new traffic lights designed to assist cyclists and pedestrians (Development Contributions)
- A bus interchange for the proposed railway station, to increase accessibility for users of the Country Park and the rail station (Development Contributions)
- A foul waste pumping station relocated to serve the Council's Council housing development providing space for an additional 9 Council houses, (Housing contribution)
- Improvement to the collection of surface water drainage below the railway bridge and at St Luke's High School which have been ongoing problems.(Roads contribution).
- The improvement of the car park at St Luke's High School including, new road gullies, resurfacing and improved layout and traffic management resulting in more car spaces and safer environment for children entering and leaving the school (Developer Contributions
- Extension of the water supply pipe south of the railway to future-proof supply to the proposed D2D Park visitor facilities and the rail station (Developer contributions).

17.   Although the additional works have resulted in increased costs significant benefits have been delivered to the local area and the project still demonstrates value for money. These works were not included in the original cost estimate of £2.21 million, are additional and amounted to £670,000.

18.   These will be funded separately from appropriate contributions from existing Roads and Housing capital budgets (approximately £200,000 in total from both sources) and developer contributions (£470,000) totalling £670,000.This is an appropriate use of developer contributions and the existing Section 50 Legal Agreement in relation to the Miller Homes development in Barrhead South for the provision of or improvement to or ongoing costs for leisure, sports, parks and open space, Dams to Darnley (including rail), paths, network and integration within Barrhead and Dams to Darnley. The extra improvements comply with the requirements of the development contributions agreement as the work has improved integration and access to D2D Country Park by walking and cycling, improved access to the D2D car park at the top of Balgraystone Road, improved access to the railway station for disabled residents, walking and cycling, etc.

19.   A requirement for other further work was only realised when on site and could not be foreseen by any party until the contract was on site – COVID delays, utility company delays, discovery of unknown ground conditions etc. These works amounted to £414,000.

20.   In addition, several elements of the scheme required to be redesigned. This was caused by various reasons such as more information being discovered when on site and assumptions being made at the design stage of the project having to be changed when actual site conditions were known. These amounted to £408,000. Added together these two elements amount to £822,000 (£414,000 and £408,000). Finally there were savings of around £20,000 bringing the net additional cost of these two elements to £802,000.

21.   In conclusion therefore the current funding position is as follows;
- Original contract price £1,769,000.
- Compensation events/changes £1,473,000
- Revised contract price £3,242,000.
- Funding contributions towards the project from existing capital programme resources and developer contributions £670,000.
- Remaining element to be funded £2,572,000 (£3,242,000 less £670,000)
- Existing provision within the approved capital programme £2,210,000.
- Shortfall of £362,000 (£2,572,000 less £2,210,000)

There is no impact on the overall total capital budget for all City Deal projects.

22.   Given all the circumstances it is proposed that an adjustment be made to the existing allocation of resources within the General Fund Capital Programme between the proposed new Barrhead railway station and Balgraystone road to reflect the current situation and provide clear visibility around the full cost of the Balgraystone road project including design fees, project management costs and staff related costs. This will be addressed in a further report (see below).

23.   Due to the coronavirus issues affecting all councils the Glasgow City Region Project Management Office has asked all Glasgow City Region councils to update and/or re- profile their projects in relation to costs and timelines. Staff within the Environment Department are currently working on this.

24.   A full report updating all of the City Deal projects in relation to scope, timescales and costs will be submitted to the Cabinet in the near future.

25.   Given all the circumstances staff training has been arranged for NEC 3 contracts and Council Contract Standing Orders and Financial Regulations.

RECOMMENDATIONS

26.   It is recommended that Cabinet notes:-

- the considerable additional betterment provided through the revised project;
- the contract compensation event changes in relation to redesigns and on-site conditions
- that a further report regarding the scope, timescales and costs for all City Deal projects will be submitted to the Cabinet in the near future.

Convener – Councillor Tony Buchanan

Further information can be obtained from Gillian McCarney Head of Environment (Chief planning officer) or Gillian.McCartney@eastrenfrewshire.gov.uk.