

Department of Corporate and Community Services

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Date: 19 February 2021

When calling please ask for: Eamonn Daly (0141-577-3023)

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TO: Provost Fletcher; Deputy Provost Cunningham; and Councillors Aitken, Bamforth, Buchanan, Convery, Devlin, Gilbert, Grant, Ireland, Lafferty, Macdonald, McLean, Merrick, Miller, O'Kane, Swift and Wallace.

EAST RENFREWSHIRE COUNCIL

A meeting of the East Renfrewshire Council will be held on **Thursday 25 February 2021 at 10.00 am.**

The agenda of business is as listed below.

Please note this is a virtual meeting.

Yours faithfully

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

PROGRAMME OF BUSINESS

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Submit for approval as a correct record and signature the Minute of meeting of the Council held on 16 December 2020.**
4. **Submit for approval as a correct record the Minutes of meetings for the period 16 December 2020 to 24 February 2021.**
- 5./...

5. **Statements by Conveners/Representatives on Joint Boards/Committees.**
6. **Provost's Engagements – Report by Deputy Chief Executive (copy attached, pages 5 - 6).**
7. **Financial Planning 2021-2027 - Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 7 - 28).**
8. **Reserves Policy - Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 29 - 32).**
9. **East Renfrewshire Council Revenue Estimates 2021/22 – Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 33 - 48).**
10. **Housing Revenue Account: Rent Setting 2021/22 and 2022/23 – Report by Director of Environment (copy attached, pages 49 - 58).**
11. **Housing Capital Programme 2021/22 to 2030/31 – Report by Director of Environment (copy attached, pages 59 - 66).**
12. **East Renfrewshire Culture and Leisure Trust 2021/22 Business Plan – Report by Director of Education (copy attached, pages 67 - 108).**
13. **Eastwood Leisure Centre and Eastwood Park Masterplan – Report by Director of Environment (copy attached, pages 109 - 118).**
14. **Planning Scheme of Delegation – Report by Director of Environment (copy attached, pages 119 - 126).**
15. **Proposed Lease and Improvement of Capelrig House in Partnership with Children 1st – Joint Report by Director of Environment and Head of Public Protection and Children's Services (Chief Social Work Officer) (copy attached, pages 127 - 132).**
16. **East Renfrewshire's Children and Young People's Services Plan 2020-2023 – Report by Head of Public Protection and Children's Services (copy attached, pages 133 - 188)**
- 17./...

17. **Scheme for Members' Remuneration and Expenses 2021/22 - Report by Deputy Chief Executive (copy attached, pages 189 - 206).**

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EAST RENFREWSHIRE COUNCIL25 February 2021Report by Deputy Chief ExecutivePROVOST'S ENGAGEMENTS**PURPOSE OF REPORT**

1. To advise the Council of the civic engagements attended by Provost Fletcher since the last meeting.

RECOMMENDATION

2. That the report be noted.

REPORT

3. Throughout the pandemic numerous civic events or engagements that would normally have been attended by the Provost have not been taking place.

4. As the vaccination programme rolls out it is possible that more opportunities for the Provost to attend events will arise. Any attendance will of course be subject to assurances about appropriate social distancing and other safety measures being in place.

5. On 18 December Provost Fletcher attended a photoshoot at Giffnock HQ to present the Citizen of the Year Award to this year's winner, Alison McGown, On 20 January he recorded a segment for inclusion in the virtual Holocaust Memorial Event hosted jointly by East Renfrewshire and Renfrewshire Councils and on 30 January attended the virtual Holocaust Memorial Event hosted by the Glasgow Reform Synagogue.

RECOMMENDATION

6. That the report be noted.

Report Author

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Background papers - None

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EAST RENFREWSHIRE COUNCIL25 February 2021Report by Head of Accountancy (Chief Financial Officer)FINANCIAL PLANNING 2021-2027**PURPOSE OF REPORT**

1. To submit for approval the updated Outline Revenue Financial Plan for 2021-2027.

RECOMMENDATIONS

2. It is recommended that the Council: -
 - (i) notes the continuing budget pressures anticipated in the next 6 years and the mitigating actions proposed; and
 - (ii) approves the Outline Revenue Financial Plan 2021 – 2027

BACKGROUND

3. East Renfrewshire Council has undertaken long term financial planning for many years.
4. Capital planning is undertaken over a rolling 10 year period, reflecting the contents of the Capital Investment Strategy and the need to plan infrastructure over an extended period.
5. The Council normally plans its detailed revenue budgets over a 3 year time horizon and seeks to align these with the multi-year settlements from the Scottish Government. Despite a recent move to annual budgets by the Scottish Government and significant shifts in the overall budget allocated to local government making long term planning challenging, the Council has continued to prepare and publish a 3 year budget, updating the budget on an annual basis. The Council also maintains a rolling 3 year departmental budget to assist with its Outcome Delivery Plans and produces a Financial Planning document each year, forecasting financial resource levels for the next 6 years. Unfortunately, the Scottish Government's intended move to publishing multi-year settlements from 2020/21 was not possible due to the unexpected December 2019 general election and the impact of COVID-19 on financial planning timescales in 2020, however it is hoped that multi-year settlements will recommence from 2022/23 facilitating the Council's revenue planning.
6. The Council budget, which will be set today, will be set for a single year only, as a result of the lack of longer term national financial planning information. The budget proposals for 2021/22 reflect the terms of the Local Government draft settlement, announced by the Scottish Government on the 28th of January 2021. These figures may be subject to further change as a result of the final Scottish and UK budget plans scheduled for confirmation on 9 and 3 March 2021 respectively. The Council's Outcome Delivery Plan and outline multi-year budget plans for 2022/23 onwards will also be refined once the impact of the final figures is known.

7. Future multi-year budgets will align with longer term financial, workforce and asset planning. As recent settlements for Local Government have been on a single year only basis and have been difficult to predict, work has been undertaken by the Corporate Management Team to plan for a number of financial scenarios.

8. Traditionally the longer term financial outlook and the associated financial plans of the council have been presented at the annual budget meeting. This paper updates the Financial Planning document approved on 27 February 2020 and covers the next six years, 2021/22 to 2026/27.

9. It should be noted that financial planning is extremely difficult in the present economic and political situation, with uncertainty on both the impact of Brexit and the ongoing COVID-19 pandemic complicating matters. Financial markets are uncertain about future economic growth prospects and the impact on the finances available to Scottish local government is very difficult to predict. One year budget settlements and the greatly shortened timescale for the 2021/22 budget are making the situation even more challenging. The Council will have to be prepared to continue to analyse a range of scenarios and be ready to undertake detailed budget planning as the most likely scenarios emerge for future years from future multi-year settlements.

FINANCIAL OUTLOOK

10. In May 2018 the Scottish Government published its Medium Term Financial Strategy for the period from 2018/19 to 2022/23, taking account of the new financial powers provided through the Scotland Acts 2012 and 2016. The Medium Term Financial Strategy was further updated in May 2019 and on 28 January 2021.

11. The new Scotland Acts powers resulted in a change from Scottish Government funding being supported mainly from UK Block Grant and Non Domestic Rates to the introduction of a Scottish rate of Income Tax, Scottish Landfill Tax, Land and Buildings Transaction Tax, Scottish Air Passenger Duty and the retention of VAT raised in Scotland. UK Block Grant funding is correspondingly reduced to take account of these new powers.

12. The Scottish Fiscal Commission has a key role in forecasting future Scottish tax income but this is very difficult, given the amount of concurrent change, so the Medium Term Financial Strategy contains only a broad approach to managing the Scottish budget.

13. The Scottish Government's latest Medium Term Financial Strategy places the focus on outcomes in four key areas: Employment, the green agenda, health & social care in the wake of COVID, and tackling inequalities. The forecast considers several scenarios for the economic recovery post COVID and indicates medium term growth for local government if the central or upper scenarios are experienced. If the lower scenario proves more accurate, however, local government will experience more pressure in order to lessen the impact on priority areas such as health and social security. This could produce challenges for Councils, with these being exacerbated by the increasing element of ringfencing in recent settlements. COSLA estimate that around 60% of budgets were subject to some form of ringfencing in 2019/20, leaving Councils with full budget flexibility in only 40% of service areas.

14. In recent weeks the findings of the Independent Review of Adult Social Care have also been published. These recommend the establishment of a National Care Service, with accountability for adult social care moving from local government to Scottish Ministers. IJBs would be funded directly by the Scottish Government and would procure services from local authorities and third and independent sector providers. The need for additional expenditure

is also recognised, particularly to focus on prevention. Clearly this will have a major impact on local authorities and must be factored into Councils' medium term plans as further details emerge.

15. The 2020 COVID-19 pandemic will have a major impact on all public sector medium term plans, as will the recently agreed Brexit deal. Details will become clearer as the Scottish and UK budgets are finalised in March 2021.

16. The UK Spending Review in November 2020 covered only one year for Scottish revenue planning and indicated a 2.1% real terms (over 4% cash terms) increase in revenue funding for Scotland in 2021/22, but with the largest part of this increase relating to the COVID-19 response. Significant reductions in capital funding were also highlighted. Due to the ongoing uncertainties relating to COVID-19 and the delayed agreement of a Brexit deal, however, the detailed UK budget will not be announced until 3 March 2021 and a multi-year UK spending review will not take place until autumn 2020, so there remains a large degree of uncertainty in medium to long term financial planning at present.

17. John McLaren of the University of Glasgow expects Scottish non-Health revenue budgets to reflect much lower levels than the above overall increase in the next year or two. This is due to prioritisation of health and to the impact of other changes relating to areas including tax and block grant. In relation to Brexit, initial reaction to the agreement of a deal has resulted in a strengthening of sterling which may go some way to offsetting any upward inflationary pressures on imported goods.

18. Projections for 2021/22 and beyond could, however, change substantially as a result of the 3 March 2021 UK budget, the impact of Brexit, the Scottish Parliamentary elections in May 2021 and the findings of the UK Spending Review scheduled for later in the year.

19. More broadly, the Governor of the Bank of England expects interest rates to remain at historically low levels for a prolonged period, due to low growth and demand. This also implies limited inflation pressure in the coming years, with forecast levels remaining mostly below the 2% target until at least 2023.

20. The Council's Treasury advisers, Link Consultancy, have recently assessed the outlook for UK economic growth and interest rates. They note that the pace of recovery from the pandemic downturn has not followed the desired V shape but has been more elongated and prolonged. With the extended lockdowns they expect GDP growth to continue to be subdued, not reaching pre-pandemic levels until sometime in 2023, although the rollout of successful vaccines could help speed this recovery. Link also consider that any negative impact of Brexit on the UK's potential long term growth is likely to be offset by an acceleration of productivity growth triggered by the digital revolution brought on by the COVID crisis. They expect inflation to stay low for the next few years, although there may be a temporary peak in CPI just above the 2% target rate towards the end of the year. Interest rates, currently at a historic low level, are also likely to remain very low for the next three years and at 2% long term.

21. Overall, the longer term outlook is not just about the level of resources nationally, but increasingly about the change in prioritisation of these resources, For example there may be less focus on office space and travel and more focus on shorter supply chains and digital provision. Likewise there may be an increased focus on social care within the public sector.

22. The draft 2021/22 public sector revenue budget plans announced by the Scottish Government on 28 January 2021 reflected an increase of £335m (3.14%) in cash terms for Councils, but after adjusting for £241m of new commitments included in the settlements COSLA calculated this to represent only a £94m (0.9%) cash increase in core budgets. Most protection and new commitments related to Health and Social Care, to Early Learning and Childcare and to funding to enable a Council Tax freeze. Due to demographic factors East Renfrewshire's like for like grant increase is below 0.5%. Pay increases for 2021/22 have not yet been agreed but all negotiating bodies are seeking significantly higher awards. These factors will continue to increase pressures on Council services which are not afforded Scottish Government protections or prioritisation.

23. Scottish Budget plans published relate only to 2021/22 and considerable uncertainty exists beyond this due to the impact of Brexit and COVID-19, the May 2021 Scottish Parliamentary elections, future Scottish tax revenues and the slower than anticipated growth of the UK economy. It is hoped that the Scottish Government will be able to move to multi-year settlements from 2022/23 and this would be welcomed as an aid to forward planning.

24. In recent years additional funding has been announced for local government as the Scottish budget progresses through the Parliamentary stages. Final confirmation of the 2021/22 Scottish budget will not be available until all stages are completed on 9 March 2021. There is also the potential for further changes flowing from the UK budget on 3 March 2021. Figures and forecasts will therefore be kept under review as the position becomes clearer.

25. Consideration has been given to the additional fiscal flexibilities announced during 2020 for local authorities in terms of utilising capital receipts, deferring loans fund repayments for 12 months and/or reprofiling PFI/PPP debt calculations. These actions would allow Councils to meet the cost of unfunded COVID-19 pressures without impacting on short term revenue budget plans. The Council's funding forecasts in this report reflect that the Council intends to make use of such fiscal flexibilities to cover any unfunded COVID pressures in 2020/21 and 2021/22.

26. The Council's grant for 2021/22 is £196.076m and produces a cash increase of £4.8m (2.5%) over the 2020/21 comparable grant figure, however recognising that £3.9m of this funding relates to new commitments, including Early Learning and Childcare commitments, the Carers' Act and other substantial IJB funding pressures, and funding to permit a Council Tax freeze this represents only a like for like £0.9m (just under 0.5%) cash increase. This, however, is significantly better than the anticipated 1% level of reduction.

27. The settlement also contained additional grant funding for Councils who choose to freeze Council Tax for 2021/22. Clarification is awaited as to whether the Council Tax freeze funding is to be baselined in future years.

DEMAND PRESSURES

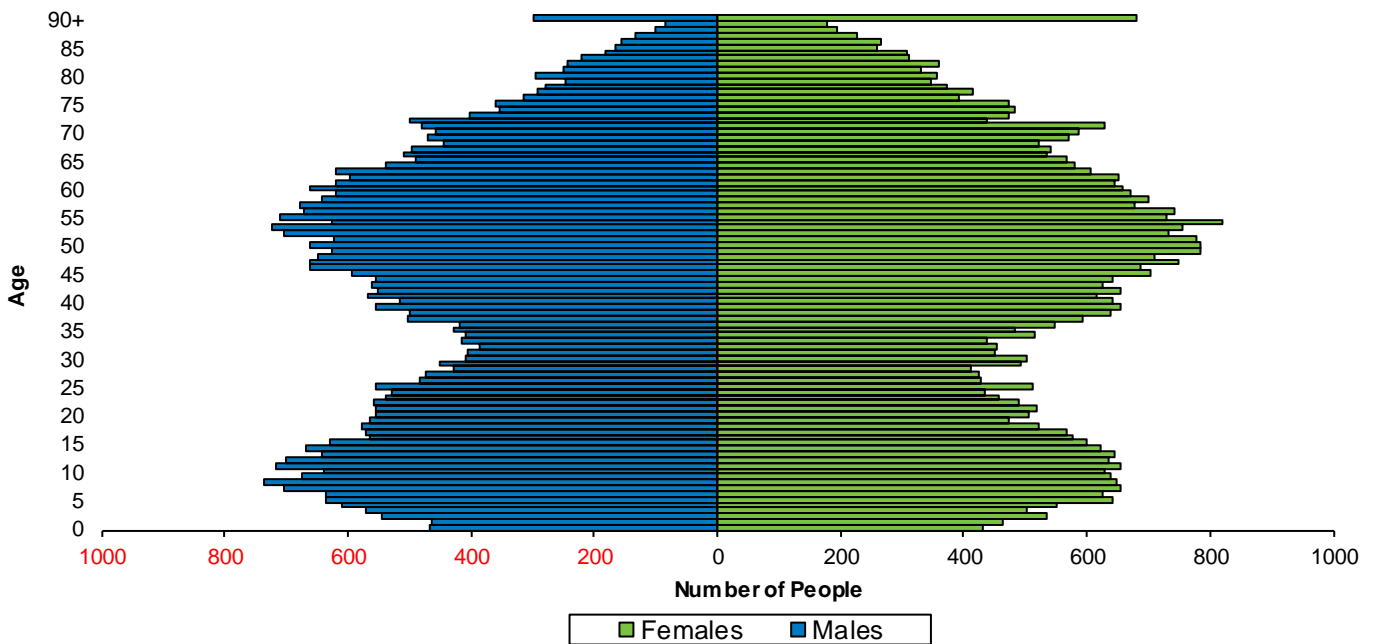
DEMOGRAPHICS

28. Our Planning for the Future report and Infographic Summary provides a comprehensive summary of a detailed analysis of the changing demographics of the East Renfrewshire Area. The report includes trend information from the Census and the use of the NRS mid-year estimates and NRS population projections. The 2020 update to the Planning for the Future report has been delayed because of the impact of Covid-19, all figures in this report have been updated to reflect the most recently published data. Information which is used to create the Local Development Plan such as service demand,

SIMD data and future housing projections and associated infrastructure is also included. The report provides an overview of natural changes in the population such as birth and death rates and incorporates the latest figures released on the significant rise in net migration across the East Renfrewshire area.

29. The population of East Renfrewshire is currently estimated at 95,530. The pyramid below shows the population split by age group and gender. Around 20 per cent of the population is made up of children and young people aged 0-15. The working age population (16-64) accounts for 60 per cent of the population whilst older aged adults (65 and over) make up the remaining 20%.

Source: NRS 2019 Mid-Year Population Estimates



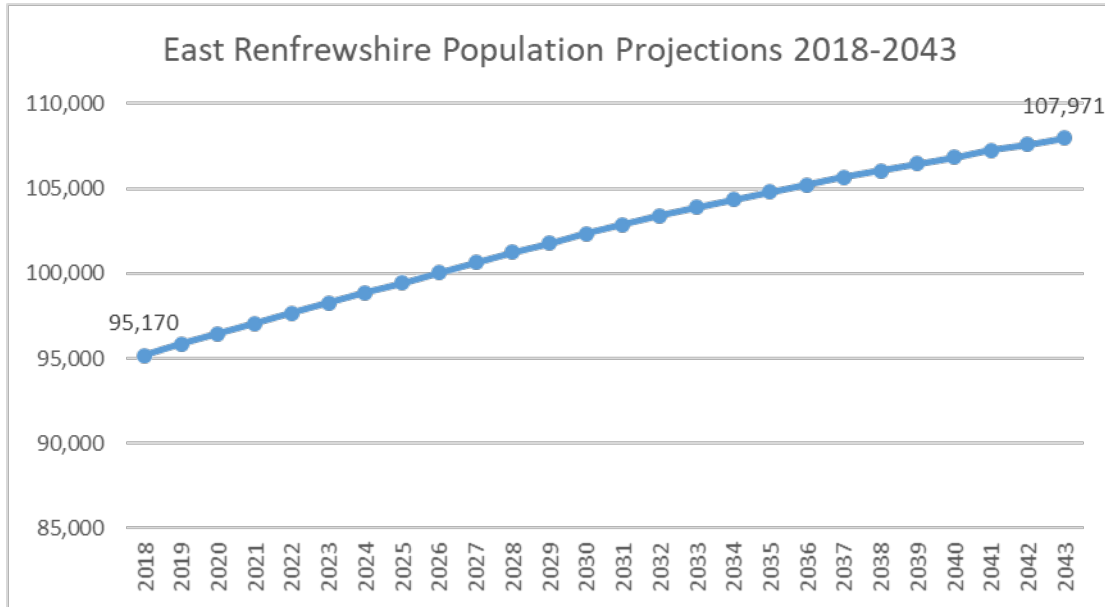
30. By 2043 the population of East Renfrewshire is projected to be 107,971, an increase of 13.5 per cent compared to the population in 2018 (base year for projections). The population of Scotland is projected to increase by 2.5 per cent between 2018 and 2043. Over the 25 year period, the age group that is projected to increase the most in size in East Renfrewshire is the 75+ age group.

31. The growth in the population of children, those of working age and older people is shown in the table below.

Age group	2018 population (base year for projections)	Predicted 2043 population	Population growth (%)
0-15 years	19,322	20,234	4.7%
5-18 years	17,601	18,870	7.2%
Working age (16-64)	56,951	62,086	9.0%
65+ years	18,897	25,651	35.7%
Total population	95,170	107,971	13.45%

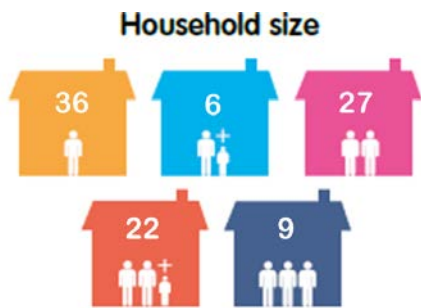
Source: NRS 2018-Based Population projections, published March 2020

32. It should be noted that a significant proportion of the growth in the 65+ population is accounted for by those aged 85 and over. This has an impact on our services because the number of people aged 85 and over is expected to grow at a faster rate than the rest of the population. On this basis we can expect the number of people with a need for home care or care home support to steadily increase year on year. The number of school age children is also expected to increase by more than 7% over this period.



Source: NRS 2018-Based Population projections

Predicted household size in 2043



33. The total number of households in East Renfrewshire is predicted to increase from 39,108 in 2018 to 46,537 in 2043.

34. It is predicted that single adult households (all ages) will account for almost 36% of all households in East Renfrewshire by 2043 (compared to 33% in 2018). Around a third of these single adult households will be occupied by someone aged 75 or over. (Source: NRS 2016-Based Household projections, published March 2020)

35. Single adult households will stay around the same level and the proportion of households with dependent children is predicted to drop slightly to 28% (Source: NRS 2018-Based Household projections, published March 2020)

36. The average household size is expected to decrease from 2.42 people per household in 2018 to 2.29 in 2043, which is still the largest household size in Scotland.

37. In East Renfrewshire, from 2018 to 2043, households headed by people aged 75+ are projected to increase in number by 74 per cent as the older population grows.

The next 5 years

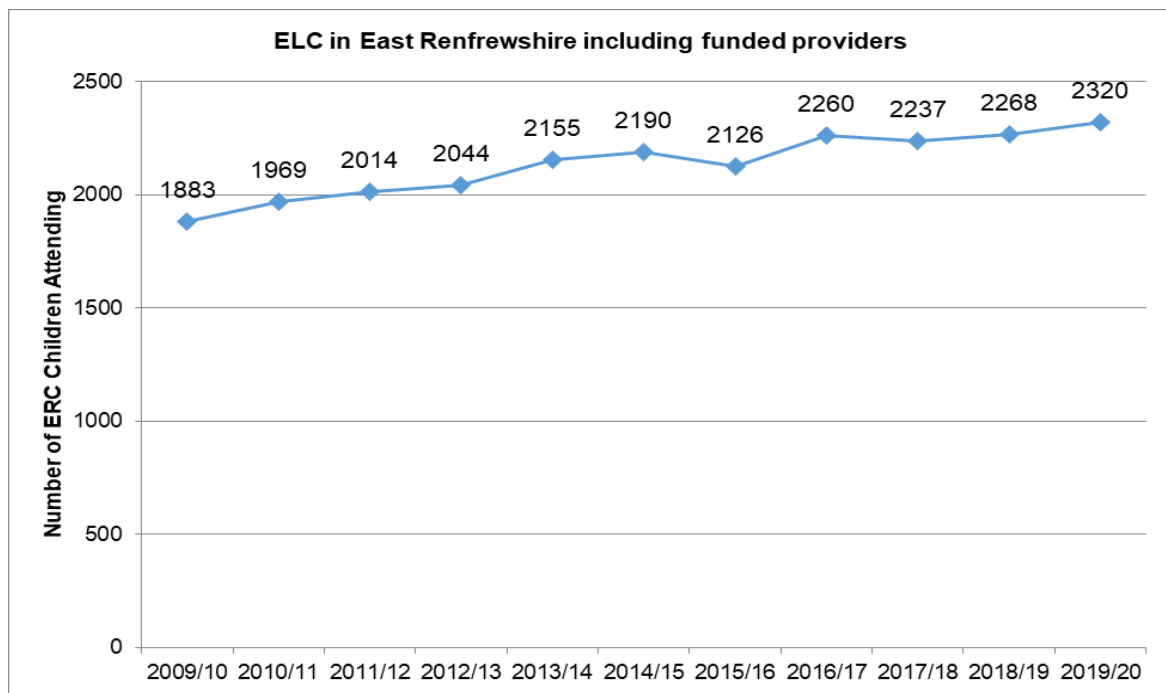
38. Over the next 5 years (2021- 2026), a number of changes have the potential to create financial pressure.

39. The number of households is projected to increase by more than 1,500 which represents a 3.8 per cent increase. This increase in households will create additional demand for the full range of council services especially waste management, road maintenance, parking, money advice, customer services, early learning, childcare and education, employability, schools, health and social care, leisure and transport.

40. The pattern of more people entering East Renfrewshire than leaving is expected to continue. The largest proportion of entrants mostly tends to come from the Glasgow City Council area each year.

41. In East Renfrewshire there has been a rise in population of children under 15 years old. From 2015 to 2019, the number of children under the age of 15 increased by 6.5 per cent. The proportion of 0 to 14 year olds as a percentage of the total East Renfrewshire population is the highest across Scotland. This suggests that those moving into the area do so with young families.

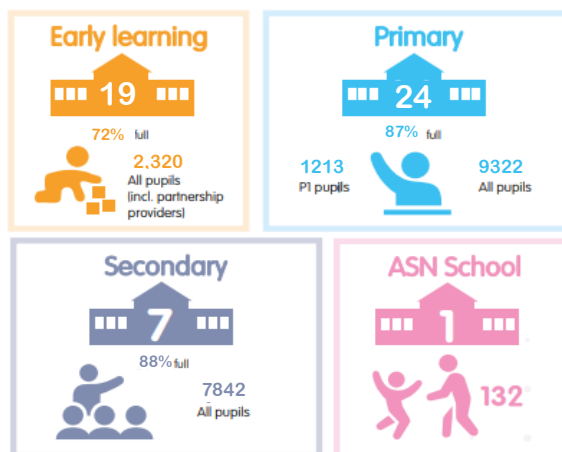
42. Projections also show the children and young people cohort continues to grow over the next 25 years, which produces increasing demand for early learning and childcare, primary and secondary school places. The chart below shows that increasing trend in the number of 3 and 4 year olds in East Renfrewshire attending Council and funded (partnership) providers (i.e. private, voluntary and independent sectors and childminders) early years settings over the past 10 years, an increase of 23 per cent.



Source: Education Management Information Service (East Renfrewshire), July 2020

Note: Excludes children who attend East Renfrewshire early learning and childcare provision and who live out with the council area.

43. The annual school census figures of the actual number of pupils in our schools shows that the total number of primary pupils has steadily increased by over 14% between 2011 and 2019. From 2007 there has been a 43% reduction in the number of primary aged children who attend an East Renfrewshire school and reside out with the council area, as the number of East Renfrewshire resident children have increased over this period by 20%. This will impact on secondary school pupil numbers in subsequent years as these pupils move through the year stages. In recent years, the school census shows an increase in the number of East Renfrewshire resident young people coming through our secondary schools.



44. With the introduction of flexibility and choice for families in the early learning and childcare (ELC) offer, there is necessarily an element of inefficiency in operating entitled provision with lower occupancy levels. In 2019/20, operating with 600 hours of funded ELC, overall provision was 72% occupied. This is based solely on entitled hours, which is a decrease on last year as expected, as new council and funded provider places begin to increase to add capacity in preparation for a new statutory duty to provide 1140 hours. In 2019/20 two new facilities were introduced as part of the 1140 hours expansion plan; and almost all of this provision will be subsumed as the increased hours, flexibility and accessibility is implemented. Overall the occupancy rates in the primary and secondary school sector are at 88% of available planning places. There are varying rates across schools, but there are several establishments with very high occupancy levels.

45. Further new education places will be required as a consequence of ongoing and planned new residential development and inward migration to the authority. This includes the need to increase the very specialist places for our most vulnerable children and young people as more families move into the area to access this widely recognised and valued specialist provision. The authority is taking forward a review of provision as part of a wider assessment of the needs of ASN services across the authority looking at how best to address needs in the short and longer term. Accordingly there is likely to be an increasing spending pressure to meet the demand for such specialist support.

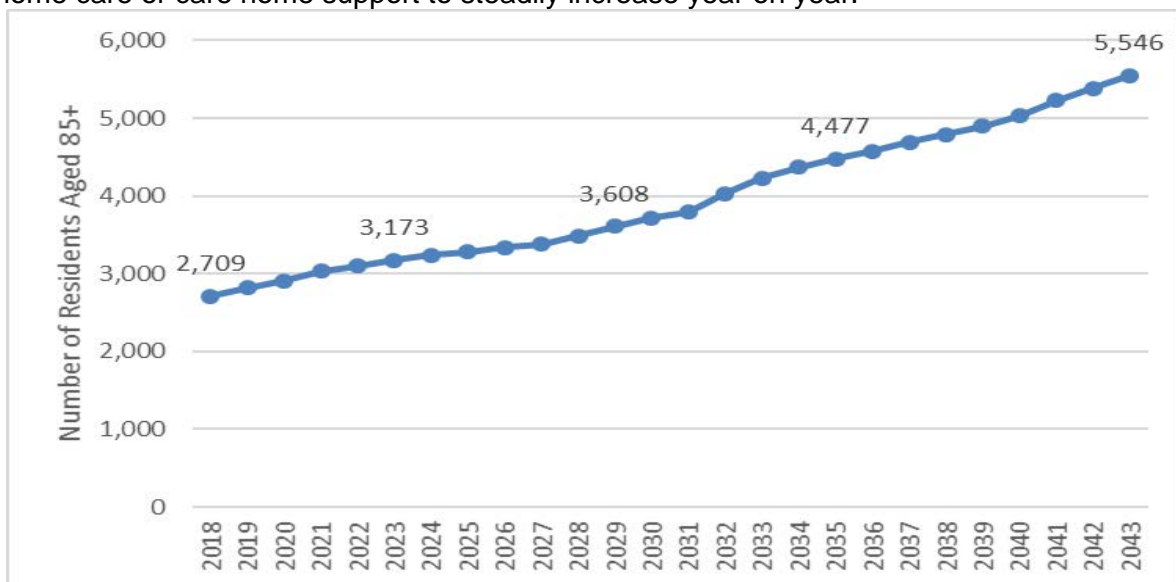
46. In addition there is the need to increase places from the private, voluntary and independent sectors and childminders to provide additionality in early years' provision as a consequence of the new statutory duty to increase entitlement to 1140 hours of free ELC for 3 and 4 year olds and eligible 2 year olds.

47. The number of looked after children has been reducing, by on average, 15 children a year since 2013 and has plateaued at around 110 looked after children in East Renfrewshire. The majority of children are cared for away from their family home however there is a significant proportion on home supervision and growing numbers in kinship care. The need for residential accommodation continues to remain small, but has recently substantially increased due to the impact of the pandemic and whilst the plans are for some of the children to return home this will take some time. In East Renfrewshire we strive to develop more nurturing and supportive family type placements.

48. Foster care has accounted for 32% of placements in the last year and demand for this will continue to grow as more young people will need to be supported on their journey into young adulthood. In anticipation of this demand and the increasing complexity of the needs of children we have been actively working to increase our pool of foster carers. These changes are likely to place additional demand on services for children and families. Overall the local implementation of the national PACE (Permanency and Care Excellence) programme has ensured that we have reduced the number of children being in care for lengthy periods of time enabling them to move onto more stable and secure home environments. As such we will continue to see a reduction in numbers of children on supervision although this is forecast to level out as the programme is completed. The recommendations from The Promise will likely place additional expectations on the delivery and quality of looked after children’s experiences within placements and the community. At this stage there is no certainty over additional funding for this.

49. Between 2018 and 2019 East Renfrewshire experienced a 5.4 per cent decrease in the number of births, decreasing slightly from 854 in 2018 to 808 in 2019. The number of births across Scotland declined by 2.8 per cent over the same time period. The East Renfrewshire deaths increased by 1.5 per cent between 2018 and 2019. East Renfrewshire has amongst the highest life expectancy rates in Scotland for both men (80.3) and women (84.0).

50. East Renfrewshire already has an increasing ageing population. By 2043, almost one quarter of East Renfrewshire will be aged 65 or over. In recent years, the number of people aged over 85 needing key services has been rising. This has an impact on our services because the number of people aged 85 and over is expected to grow at a faster rate than the rest of the population. On this basis we can expect the number of people with a need for home care or care home support to steadily increase year on year.



Source: NRS 2018-Based Population Projections, National Records of Scotland

51. All of these changes will lead to increased pressures for both the Council and local health services so close partnership working with the IJB will continue to be important. The recently published Independent Review of Adult Social Care recognises the need to robustly factor in demographic changes to future planning as well as a focus on meeting lower level needs through community support. However the report also recommends a change in the funding model for adult care, with funding routed directly to IJBs. This could have an impact on the Council’s future funding.

52. The Council would expect to receive additional income from Council Tax due to an increase in the number of dwellings. However any increase would be in part compensated for by a decrease in Government Grant as an estimate of Council Tax income is part of the calculation of General Revenue Grant from the Government.

53. The Council's General Revenue Grant is primarily made up of Grant Aided Expenditure (GAE), former ring fenced grants and redeterminations (of new grants since 2008) with GAE the most significant contributor to our overall grant from the Government. The general revenue grant is also impacted by grants for loans repayments, the floors mechanism, "changes" which reflects the Council's share of any overall funding increases (or decreases) made available to local government and estimated changes to Council Tax income.

54. Whilst population is an important factor in calculating GAE, the calculation is extremely detailed and takes into account the age profile of the population, the number of schoolchildren and levels of deprivation as well as rurality. GAE is built up from a detailed analysis of the pressures on each service the council delivers. This year the calculation of several GAE allocations has undergone major change and this has resulted in a significant impact for the Council, particularly in reducing the level of grant support we attract for school meal provision.

55. For many years East Renfrewshire Council's share of overall GAE had been steadily increasing as our population has grown. However, larger increases in population in other areas, particularly in the east of Scotland, have meant that East Renfrewshire's growth rate is now slightly below the Scottish average. The population has grown by 0.38% against a Scottish average of 0.46%. This change and an increasing focus on deprivation and other factors have reversed the growth trend for GAE in 2021/22, with the Council's share of GAE falling very slightly in the last year. The Council now has a 1.96% share of the overall GAE (previously 1.97%), but this is still significantly higher than our population share of 1.75%.

56. This high share is as a result of the relatively high number of pupils at our schools which is in part due to larger than average family unit sizes and in part due to the level of placements at our schools. Our share of Education GAE at 2.3% is well in excess of our population share and, as education GAE is the largest element of GAE at almost 52%, the effect on the council's budget is significant.

57. In overall terms it is estimated that the high pupil numbers will increase our expenditure by in the region of £25m as compared to an average council of a similar population and this is taken into account by the Government in estimating our budget needs.

58. Our share of social work GAE is slightly below our population share at just under 1.71% but this too has been steadily growing over recent years primarily as a result of our ageing population with the calculations giving us a high premium for those over 85 years of age who are likely to be in the most need of care at home or a nursing or residential care placement.

59. The other determinants of funding, i.e. former ring fenced grants (FRFG) and redeterminations, have stayed largely unchanged.

60. These changes to our grant calculations mean that instead of an increase in GAE and other grants as we had usually planned for in previous years, it would be prudent to plan for a slightly reduced level of funding until the new trends are more established.

CAPITAL INFRASTRUCTURE

61. In terms of the capital infrastructure required to service our population's demands, the Council has produced a Capital Investment Strategy to inform investment priorities. It has also extended its Capital Plan to cover 10 years and will continue to utilise its Capital reserve provision and forecast developers' contributions to provide for the investment required in relation to population growth in the coming years.

62. Provision of new early learning and childcare facilities to deliver the statutory increase in entitlement to 1140 hours per year, additional school facilities to meet demands from new house building, and the need to replace assets nearing the end of their lives, will all require an increase in borrowing with a resultant impact on future years' revenue budgets for loan charge repayments

63. More detail of the Council's plans to address future capital needs are set out in the Capital Investment Strategy report, which is updated annually.

CITY DEAL

64. Work continues to progress on the Council's £44 million of City Deal investment. In Newton Mearns, this has produced opportunities for business startups and networking at the new facility at Greenlaw. At Barrhead North the remediation of the former Nestle site will provide exciting opportunities for retail and business and will create employment opportunities. The City Deal investment also includes significant projects which will improve the transport infrastructure to regenerate areas, link the communities of Barrhead and Eastwood and create access to employment. Projects include a new railway station at Barrhead South, recent improvements to Balgraystone Road, improved road links from around junction 5 of the M77 to Barrhead, the straightening of Aurs Road and the establishment of a Dams to Darnley Country Park visitor centre with appropriate infrastructure.

65. Whilst the majority of the funding of City Deal investment will be provided by both the UK and Scottish Governments, the Council will be required to contribute £6.2m as well as fund the cash flow over an extended period as most of the grant support will not be received until well into the future. This will significantly increase pressure from loans charges in the medium term.

LEGISLATIVE CHANGE

Entitlement to 1140 hours of Early Learning and Childcare provision

66. The new statutory duty to increase the entitlement to free early learning and childcare from 600 hours to 1140 hours per year for all 3 and 4 year olds and eligible 2 year olds was deferred until August 2021 due to the impact of COVID-19. An overview of the capital consequences of this are contained in the Council's Capital Investment Strategy.

67. To meet anticipated uptake and provide flexibility for families the Council has developed a range of delivery models which has demanded building new and extending some existing early years' provision alongside increasing ELC places provided by the private, voluntary and independent sectors and childminders.

68. Expansion to 1140 hours by 2021 requires a transformational increase in the early years' workforce, which presented a significant challenge over a short period of time in addition to significant revenue resources to take forward an acceptable model to locally address the principles of quality, flexibility, accessibility and affordability.

69. Whilst additional capital and revenue funding is being made available from the Scottish Government towards the costs of this new burden, revenue allocations to date do not fully cover the first full year of the rollout of 1140 hours under the Council's plans. Financial year 2021/22 is the last year of the specific multi-year funding package to support the ELC 1140hrs expansion and there is an ongoing national financial review which will determine the levels of future funding for councils. East Renfrewshire awaits the outcome of this review.

70. The Council nurseries and family centres have always been very popular with parents and at present there is a reasonable level of flexibility and accessibility, including full day provision for families, within their own geographical community. This level of flexibility and accessibility is at risk if the Council's resources continue to be restricted and planned delivery models may need to be reviewed in light of resources made available.

71. New legislation was laid in the Scottish Parliament by the Scottish Government in December 2020 about funded ELC places for all children who defer their primary one start (not yet 5 years old at the beginning of the school year). This will mean that, from August 2023, all children who defer will be entitled and able to access funded ELC (in the current system only the youngest children, i.e. those with a January or February birth date, are entitled to receive funding support). The Scottish Government and COSLA have agreed to the phased implementation of this policy on the lead up to 2023 to inform assessment of likely uptake of the entitlement and improve the understanding of the consequent impact on available capacity and financial implications. This national implementation plan will inform local assessment of what this means for East Renfrewshire and feature in future financial planning.

72. The Children and Young People (Scotland) Act 2014 requires local authorities to consult on early learning and childcare every 2 years. This will include seeking to address the changing needs of families with regards flexibility and choice and changes in provider status, reflecting available resources.

Education governance: Empowerment

73. In June 2018 the Education Reform - Joint Agreement between the Scottish Government and Local Government was published. The Joint Agreement is based on the key principles that schools are empowered to make the decisions that most affect outcomes for their children and young people. This drive to an empowered system will include devising a new scheme for Devolved Management of Schools (DSM) with a statutory duty to implement by April 2022 and subject to regular review. In the empowered system, Head Teachers are accountable and responsible for decisions which should be made in consultation with pupils, parents, staff and the wider community.

Educational Attainment

74. The 2021/22 settlement includes ring fenced funding via the Attainment Scotland Fund. This national fund currently comprises Scottish Attainment Challenge monies allocated to specific Council areas with the highest levels of deprivation and monies distributed to all local authorities via the Pupil Equity Fund (PEF). This funding is aimed at

improving outcomes across Scotland and closing the poverty related attainment gap, helping to address excellence and equity for all learners. East Renfrewshire schools are expected to benefit by £1.327m in 2021/22 with funding distributed directly to schools in line with the policy objectives. This spending must be additional and spend determined by head teachers in consultation with their school community including staff, parents and pupils; accordingly the Council is not at liberty to control any of this funding.

75. Nationally, the overall ring fenced funding to help raise attainment and close the poverty related attainment gap is under review and it is possible that the total funding will be allocated using a different distribution model. Councils await the outcome of what this will mean for their future allocations.

Participatory budgeting

76. In October 2017 COSLA Leaders endorsed the Community Choices Budgeting Framework (mainstream Participatory Budgeting), which commits Councils to a minimum of 1% of their budget (£1.91m in East Renfrewshire) being allocated through participatory methods by the end of financial year 2020/21. COSLA and Scottish Government have agreed to extend this deadline to March 2022 for Councils where the pandemic has adversely affected their ability to achieve this. COSLA will support councils to progress this and report progress in March 2021. As part of this we intend to hold two workshops in late spring/early summer 2021, facilitated by PB Partners, for department reps which will enable us to review our progress and develop a plan for achieving this target.

77. In 2018/19, the Council supported the development of a grant making participatory budgeting (PB) process in the locality planning areas of Auchenback, ADD2 Barrhead (East Arthurlie, Dunterlie, Dovecothall, Dalmeny and Springhill), Neilston and Thornliebank. Over 1,300 residents across the four areas took part in voting events with community members identifying and prioritising how the £100,000 was distributed amongst the applicants. Thirty three community organisations were successful and the grant has allowed them to deliver a range of community based projects across the authority. The locality PB grants continued in 2019/20 with Linking Communities (a constituted community led steering group) leading the process. This resulted in them taking lead responsibility for designing the system and allocating a further £100,000. The PB grants events for 2020/21, were due to run in March 2020, however due to the national lockdown and the ongoing impact of COVID-19 on community activity this has been delayed. The funds will be rolled forward to be used to support the recovery and development of community groups and organisation in 2021/2022.

78. Grant-making PB processes have built readiness and engagement in communities for the 1% Community Choices Budgeting Framework. In principle, the Council defines mainstream PB as when we cede elements of control or decision making to communities; can attach a specific monetary value to it and communities recognise that they had the power. In the previous two years the Environment department has planned and delivered park improvements in Neilston, Barrhead and Newton Mearns involving local people in different ways to decide on designs and equipment. Town centre fund projects are being developed and delivered alongside community organisations. Design processes for Maidenhill Primary and the Joint Faith Campus have also been characterised by open sessions and opportunities for parents, carers and other stakeholders to define how the schools look and operate. The expectation on local authorities is that PB does not become an exercise in top slicing budgets to “do PB”. Local authorities are expected to embed policy and processes for local people to have a direct and active role in mainstream budgetary decisions. Due to the impact of COVID, Councils will be allowed additional flexibility in seeking to implement PB by March 2022.

Welfare reform

79. The reform of the Welfare System has led to changes in the responsibilities of councils and the levels of financial support available to residents. The Council has allocated a contingency fund to cope with these changes.

WIDER POLITICAL, SOCIETAL AND ECONOMIC CHANGEBrexit

80. The full impact of the decision to leave the European Union is still not known and will require to be monitored carefully. The most obvious local impact will be the loss of European funds to the council which account for an average annual income of more than £100,000 over the last few years, although the UK and Scottish Governments may well offer some degree of equivalent funding in future. In the shorter term, however, the nature of the UK's trade deal will also impact upon many aspects of Council activities including procurement, workforce and legislative frameworks. A dedicated co-ordinator is in place and work is progressing in response to all of these issues.

COVID-19

81. The COVID-19 pandemic impacted significantly on all Council services during 2020 and will continue to be a major factor in the coming year as we plan to recover and to establish a "new normal". Service delivery approaches, workforce, technical capability and budgets have all had to be amended to recognise this. Grant funding has been provided but this will not cover the full financial impact of the pandemic, however Councils have been permitted additional fiscal flexibilities in order to meet unfunded short term COVID-19 related revenue costs from capital sources. The position must be carefully monitored in the coming years so that any such COVID-19 related costs are clearly identified and funding secured so as to minimise additional pressure on already strained service revenue budgets.

Independent Review of Adult Care Services

82. The recently published Independent Review of Adult Social Care contains 53 recommendations, many of which will have far reaching impacts on local authorities and the current arrangements for delivering social care services. This must be monitored and factored in to future Council plans.

Economic uncertainty

83. Brexit and political changes around the world have been exacerbated by the global COVID pandemic and this has increased uncertainty on world markets, with growth projections for GDP remaining low. Interest rates are, however, also expected to stay low for the next few years and inflation is expected to be close to or below the 2% target level. Recovery will be dependent on the success of the new vaccines and the speed at which restrictions can be lifted and the position may become a little clearer following the delayed UK budget, now scheduled for early March 2021. Any further economic detriment and related poverty would increase the demand on council services.

OUTLINE REVENUE FINANCIAL PLAN

84. The Council's agreed financial policy states that *"The Council will make spending decisions based on an assessment of medium to long-term needs and consequences and*

will seek to avoid taking a short-term outlook in its policy making, service planning and budget setting decisions.” Over the last number of years the Council has considered and set multi-year budgets. This has assisted in managing extremely difficult financial circumstances and is a demonstration of the value of adopting a longer term approach to financial planning. Whilst it is intended that the Council continues to adopt this longer term approach in future, the lack of multi-year budget information from both the UK and Scottish Governments has resulted in the Council having to set only a single year budget for 2021/22.

85. Despite the UK budget being deferred until 3 March 2021, the 2021/22 provisional Scottish Council settlement figures were announced on 28 January 2021.

86. The latest local government settlement figures are more favourable than originally forecast with a like for like cash increase of almost 0.5% for East Renfrewshire.

87. The impact of the settlement on the Council results in a shortfall for 2021/22 of £8.519m. This is after applying a Council Tax freeze funded from the grant settlement.

88. Detailed proposals to address this shortfall will be presented to Council later on today’s agenda.

89. Looking further ahead and taking account of future pay, inflation and population pressures currently foreseen, together with the impact of the reducing scope for mitigating savings pressures by utilising reserves in the coming years, Table 1 below illustrates how varying grant levels could require savings of £3.623m to £13.259m per year from 2022/23 until 2026/27. From 2022/23 onwards the estimated savings requirements have been calculated on the basis that a 3% Council Tax increase is applied each year. The savings requirement for 2022/23 is slightly higher than the later years’ gaps, mainly because the 2021/22 shortfall includes savings previously deferred by use of reserves. In later years rising loans charges contribute to the pressures. Assuming annual grant reductions of 1% in cash terms, an average savings gap of £8.771m per year is forecast over the next 5 years. As such, officers must continue to update and develop long term financial plans and options for consideration within our multi-year budgeting approach to ensure that these can be factored into business/service planning, together with workforce and asset plans. The move to multi-year settlements at a national level will assist with this.

Table 1

	CASH MOVEMENT 2022/23 ONWARDS				
FORECAST ANNUAL BUDGET GAP	+1%	0% (FLAT CASH)	-1%	-2%	-3%
	£M	£M	£M	£M	£M
2022/23	5.416	7.377	9.338	11.299	13.259
2023/24	5.062	7.042	8.984	10.885	12.748
2024/25	5.366	7.366	9.288	11.132	12.901
2025/26	4.776	6.796	8.699	10.487	12.165
2026/27	3.623	5.663	7.547	9.280	10.871

90. Whilst the outlook for the 5 years beyond 2021/22 is illustrated in Table 1, our planning will also flag up and take account of any other major longer term issues impacting on financial forecasts over an even longer time horizon. Such items might include future expiry of PFI contracts, repayments of major tranches of loan charge debt, the impact of the review of adult social care or other significant planned legislative change. This will be updated to take account of any proposed changes to local government funding arrangements once the alternative to the current Council Tax is determined.

MITIGATING ACTIONS

91. The Council has always taken a long term approach to financial planning. Whilst the scale of the budget cuts and the time period over which they would be implemented could not have been foreseen in 2008, the principles behind the approach to long term financial planning have stood the test of time. The focus has been on developing a very clear strategy to allow priorities to be identified and a very ambitious long term transformation programme to maximise all possible efficiencies in the Council.

COMMUNITY PLANNING AND THE COUNCIL'S STRATEGY

92. In light of the changes to community empowerment legislation East Renfrewshire Council and its community planning partners have developed a revised approach to the outcomes in our key strategic plans:

- East Renfrewshire's Community Plan covers our 5 overarching strategic outcomes:-
 - **Early Years & Vulnerable Young People**- All children in East Renfrewshire experience a stable and secure childhood and succeed.
 - **Learning, Life and Work**- East Renfrewshire residents are healthy and active and have the skills for learning, life and work
 - **Environment & Economy** - East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses
 - **Safer, Supportive Communities**- East Renfrewshire residents are safe and live in supportive communities
 - **Older People & People with Long Term Conditions** - Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.
- Fairer East Ren, our Local Outcomes Improvement Plan, is part of our Community Plan which is focused on tackling inequality and closing the gap between communities of place and interest. Fairer East Ren will be the main way in which all our Community Planning partners will work together to reduce the embedded inequalities in East Renfrewshire, many of which have widened as a result of the COVID pandemic. Formal partnership meetings were reduced and we focussed on supporting partnership action to co-deliver our humanitarian response and focus on the big challenges around employment/the economy and on wellbeing. Fairer East Ren will be revised as we transition from response to recovery to take account of the changing nature of inequalities in East Renfrewshire.

- Our Local Child Poverty Action Report, which we are required to publish annually has been developed as a partnership plan, and our 3rd report will be published in Summer 2021. This is linked to Fairer East Ren and focuses resources on taking action to increase income from employment and benefits and reduce the costs of living for families – all three objectives are more pressing given the pandemic impacts on low income families and those experiencing job loss or reduced hours.
- Four Locality Planning areas have been identified in East Renfrewshire. These communities experience poorer outcomes than other areas across the authority. Community members from each of these localities are being supported to co-produce and take ownership of their own locality plans in partnership with council services and other agencies. Progress on this has been impacted by the COVID-19 Pandemic with groups unable to meet as they normally would and challenges relating to digital access and confidence limiting capacity for virtual engagement. The focus during the pandemic has been on ensuring community awareness of, and involvement in, the authority wide humanitarian support efforts and to provide digital devices with free connectivity and support to local community members and households who were unable to access online opportunities.
- As we move towards recovery and restrictions allow, we will continue to involve, consult and plan with community members through detached community engagement (outdoor street work), face to face meetings and online platforms to maximise their involvement in the locality planning process.
- We will continue to work together with other council departments and partners to ensure there is an appropriate level of focus on and collaboration with these communities to enable the required changes in how we utilise resources to deliver improvements in local outcomes.

93. We will use a new integrated Equality and Fairness impact assessment process and work with a new Equality Forum being established to ensure we are fulfilling our Fairer Scotland and Equalities and Human Rights duties to consider the impacts of strategic decisions on residents with protected characteristics and those socioeconomically disadvantaged.

94. The Council's strategy and plans are based on our overall Community Plan and articulate the role of the East Renfrewshire Council family (the Council, the HSCP and the ERCLT) in delivering the Community Plan. The Council's "Vision for the Future" strategy was approved in February 2020, based on a series of conversations about life in East Renfrewshire over the next 10 years. Whilst the pandemic has diverted the attentions of our organisations towards response and recovery in recent months, the themes of Vision for the Future remain as appropriate as ever, if not even more so.

95. The general theme of Vision for the Future is "connections", including physical connections across East Renfrewshire via greenspace development; transport connectivity and active travel routes such as cycleways; connections within and between our communities; and also connections between our services and users - these concepts have been brought into sharp focus over the last year. The aim is to continue to develop this vision over time, and now with a focus towards renewal. This will mean continuing the conversations with stakeholders and in tandem with processes such as Local Development Planning and wider City Region work, with a particular initial focus on the themes of environment/climate change and building communities.

96. Within “Vision for the Future” our clearly stated vision is to be a “Modern, Ambitious Council creating a Fairer Future with all”. As part of our strategy, we focus on developing our 5 capabilities i.e. prevention, empowering communities, data, modernisation of how we work and digital. We aim to be excellent in each of these capabilities and then use them to redesign our services to make them more effective and more efficient.

97. These capabilities have formed the basis of our transformation programme over the last 5 years. The many service improvements and savings that the council has achieved have been enabled by the 5 capabilities and these capabilities will continue to drive improvement in the future, focussing on customer experience, our business systems and processes and capitalising on the use of Office 365 capabilities to enhance the productivity of our workforce.

MODERN AMBITIOUS COUNCIL PROGRAMME (MAP)

98. Whilst significant savings have already been achieved, the very difficult financial circumstances facing councils are expected to continue for the foreseeable future so the scale of change will need to be maintained. MAP is working towards creating and implementing the modern, digitally enabled organisation that we want to be, based on an evolving picture of what our future council might look like. It is building on the 5 capabilities, particularly focusing on the areas of digital, data and modernising the way we work, whilst enabling future savings contributions.

99. Under the banner of our MAP programme we are implementing a range of “enabler” projects and service redesigns which will help us achieve significant savings in future years. A total of close to £11.8m (67%) of the 2018-21 agreed savings (including almost £4.4m (59%) for 2020/21) arose from efficiencies, through the Council’s MAP programme or as a result of our focus on the Council’s 5 capabilities.

100. Savings plans for future years will be developed by the Corporate Management Team on the basis of the Scottish and UK budgets for 2021/22 and beyond and will be reviewed to take account of any multi-year settlement information subsequently published. Each department in the Council, through its own change programme to modernise and digitise services, contributes to the delivery of the overall MAP programme and to the Council’s savings targets. Whilst it is recognised that it will become progressively more difficult to identify efficiencies in future, it has been the Council’s aim to identify at least £3m of savings per year through efficiencies or change projects. This target will be reassessed on an annual basis.

101. East Renfrewshire Council has a policy of always taking a prudent approach to the calculation of savings. Savings are only included in formal budgets once we have a high degree of confidence that they can be achieved (and in many cases are already in place through work in previous years).

102. The key principles behind the programme that will lead to budget savings are:

- Continue implementing our Digital Transformation Strategy, with a focus on customer experience, streamlined end to end systems and processes and greater use of Office365 capabilities for productivity
- An increased focus on user engagement in service design and more community empowerment to provide services which put customers at the heart of provision, improving services and potentially lowering costs
- Improving the sharing and management of data across the organisation

103. There are programmes of work underway right across the Council and HSCP and there are cross-cutting programmes for digital and core systems, with a further programme around data now emerging. These are covering some complex areas which challenge the most fundamental building blocks of how we operate. These are resource intensive areas of work but, given the right input and commitment, have real opportunity to transform our processes and deliver efficiencies for the future. It will be necessary for us to regularly prioritise this work to ensure a focus on benefit realisation and to rigorously manage the limited resources we have to support projects. This is especially relevant as we adopt new working practices in the wake of the COVID-19 pandemic.

PARTNERSHIP WORKING

104. The Council has already benefitted from joint working with other bodies in providing services and has delivered savings through the early adoption of integrated management of health and social care services in 2006, the establishment of the Integration Joint Board in June 2015 and through initiatives such as sharing Renfrewshire Council's Non Domestic Rates system. We anticipate further savings from our recent participation in the Clyde Valley Waste project, and we will continue to seek further opportunities to maximise efficiencies in this way.

SERVICE REDUCTIONS

105. Given the likely continuing constraints in cash terms on the Local Government budget over the foreseeable future and the increase in demand for services, it is very unlikely that the MAP programme will be able to deliver the full scale of budget savings required. It is likely that a reduction in service levels will be required to ensure a balanced budget. The strategy for service reductions will be heavily influenced by the policy and manifesto commitments of the administration of the Council. The present policy can be summarised as follows:

- Service cuts will only be taken once all possible efficiency savings have been taken, with an expectation that officers will deliver an ambitious programme of savings based on the 5 capabilities.
- Services will be maintained at statutory levels
- Any conditions of Scottish Government grant will be met e.g. national teacher ratios, IJB funding
- Outcomes for our most vulnerable residents will be protected where possible
- Staff will be treated fairly and compulsory redundancies avoided where possible

106. To date, even where there have been significant changes to service provision the outcomes achieved for residents have, in the main, been protected and key performance measures have continued to increase. However if future budget cuts are as high as predicted, this will not continue and a more radical programme of future service cuts will be required.

INCOME GENERATION

Council Tax

107. In 2021/22 Councils are free to increase Council Tax but would forego grant funding equivalent to a 3% Council Tax increase. A 1% Council Tax increase in 2021/22 would provide additional income of around £0.600m for the Council. At present it is unknown whether future grant settlements will continue to impose a cap on increases.

Charging For Services

108. Each year the Council reviews charging for services. In general an inflationary rise is applied but market conditions are also taken into account, especially when there is alternative provision available to residents. During 2015 Sports and Leisure services were transferred to a Culture and Leisure Trust, allowing the management team to take a more commercial approach, to access additional sources of funding whilst still working as a charity for the residents of East Renfrewshire. Other sources of income generation will also be explored by the Council for future years, including new income generation and commercialisation opportunities. The opportunity for the Health & Social Care Partnership to generate income from charging may be limited going forward as one of the recommendations in the recent Independent Review of Adult Care Services is to abolish charging for non-residential care.

USE OF RESERVES

109. The Audit Scotland Financial Overview 2019/20 paper noted the level of usable reserves had risen slightly in most Scottish Councils by the end of that year. Forecast levels of this Council's usable reserves, including graphical illustrations of trends, are considered as part of the Revenue Estimates report later on this agenda.

110. The Council's Reserves Policy sets out how its reserves will be governed. The policy has recently been updated and is also scheduled to be considered elsewhere on this agenda. Due to the Council's prudent long term approach to financial planning, a range of reserves have been built up over a number of years to assist with expected and unexpected pressures. Should a budget gap remain after the application of savings measures and income generation the Council may consider the short term measure of drawing down on some of these reserves.

111. The Local Authority Accounting Panel (LAAP) Bulletin 99 on Reserves and Balances provides guidance to Chief Financial Officers in the area of using reserves to fund recurrent expenditure as follows:

“It is not normally prudent for reserves to be deployed to finance recurrent expenditure. CIPFA has commented that Councils should be particularly wary about using one off reserves to deal with shortfalls in current funding. Where such action is taken, this should be made explicit, and an explanation given as to how such expenditure will be funded in the medium to long term. Advice should be given on the adequacy of reserves over the lifetime of the medium term financial plan, and should also take account of the expected need for reserves in the longer term”

112. It is important that members understand that any use of Reserves is a short term, one off measure and is only justifiable to address non-recurring pressures or on the basis that there will be a fundamental review of Council budgets over the next year.

113. The Council forecasts holding unallocated General Reserves of £8.615m (3.33%) as at 31 March 2021. The Council's aim is ideally to hold 4% of our revenue budget as a general reserve. Auditors broadly consider reserves of between 2 and 4% to be prudent. Should it be decided to meet any of the gap from reserves in 2021/22, these would have to apply only to one off items or the savings would simply be deferred to future years. Should members wish to utilise reserves to help balance the budget in the short term, it is recommended that this should be kept to a minimum and used as far as possible only to cover one off or short term spending pressures or where recurrent savings are expected to be identified in the near future.

Future Workplan

114. Accountancy staff have been reviewing financial pressures and funding levels for the coming year and outline budget proposals for 2021/22 are contained later on today's agenda for approval. Work will continue in updating budget scenarios for the period to 2027 with a view to continuing with multi-year budget planning in future.

115. The timescales for submission of the Council's financial plans are listed below:

Plan	Approval
Financial Plan 2021/2027	Council, February 2021
Capital Investment Strategy	Council, March 2021
10 year Capital Plan 2021/2031	Council, March 2021
Reserves Policy	Council, February 2021
Revenue Budget 2021/22	Council, February 2021
ODP 2021/22 to 2023/24 (including 3 year draft budget figures)	Council, June 2021
Financial Plan 2022/2028	Council, February 2022
3 Year Revenue Budget 2022/25	Council, February 2022

CONCLUSIONS

116. In view of the significant financial and demand pressures facing the Council over the current and next six years it is essential that financial plans are updated regularly for consideration by the Council. This is in line with the Council's agreed financial policy of basing decisions on an assessment of medium to long term needs and consequences.

RECOMMENDATIONS

117. It is recommended that the Council: -

- (i) notes the continuing budget pressures anticipated in the next 6 years and the mitigating actions proposed; and
- (ii) approves the draft Outline Revenue Financial Plan 2021 – 2027

Further information is available from M. McCrossan, Head of Accountancy, telephone 0141 577 3035.

KEY WORDS Revenue Estimates, Council Tax, Reserves and Balances, Financial Planning

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EAST RENFREWSHIRE COUNCIL25 February 2021Report by Head of Accountancy (Chief Financial Officer)RESERVES POLICY**PURPOSE OF REPORT**

1. The purpose of the report is to present for consideration an updated Reserves Policy for the Council.

RECOMMENDATION

2. The Council is invited to approve the Reserves Policy.

BACKGROUND

3. It is a requirement of good financial practice that the Council has a documented and approved Financial Reserves Policy and that this is reviewed and updated periodically. The Council aims to review this policy every three years.

4. Local Authority Accounting Practice (LAAP) Bulletin 99 published in July 2014 provides advice from CIPFA in respect of Local Authority Reserves and Balances.

5. The following Policy reflects the key messages from the LAAP Bulletin and also outlines the practical application within East Renfrewshire Council.

LAAP BULLETIN 99

6. In Scotland there are explicit statutory powers under Schedule 3 of the Local Government (Scotland) Act 1975 permitting Local Authorities to establish a Renewal and Repair Fund, an Insurance Fund and Capital Fund alongside a requirement to maintain a General Fund Reserve.

7. Within the General Fund Reserve, Scottish Local Authorities are permitted to earmark specific parts for specific purposes.

8. It is the duty of the Chief Financial Officer to report on the robustness of estimates and adequacy of reserves as part of their statutory duty. This requirement also needs to take account of the requirements of CIPFA's Prudential Code in respect of affordability when making recommendations about the Council's future Capital Programme.

9. The LAAP Bulletin makes it clear it is not the responsibility of External Auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.

10. Whilst not prescribing a generally acceptable minimum level of reserves the LAAP Bulletin makes it clear that reserves should not be held without a clear purpose. This purpose however does include "a contingency to cushion the impact of unexpected events or emergencies".

11. The purpose of each of the earmarked reserves is set out below, as are the governance arrangements for these funds to ensure continuing relevance and adequacy.

TYPES OF RESERVES OPERATED BY EAST RENFREWSHIRE COUNCIL

General Fund Reserve

12. The General Fund Reserve is split into a Non-Earmarked portion and Earmarked Reserves. The former is often referred to as the “Unallocated Reserve” and is held for unforeseen emergencies and contingencies. Council policy is to aim in the medium to long term for the Non-Earmarked Reserve to be 4% of net budgeted Revenue Expenditure. The level of this unallocated reserve will be reviewed annually by Council as part of the budget setting process and a lower level may at times be agreed if this will assist the Council in addressing short to medium term financial challenges. Unless there are exceptional circumstances, the Council will aim for the minimum level of this reserve to be around 2% of net budgeted Revenue Expenditure.

13. Earmarked Reserves are sums of money retained for specific purposes. The Council has designated the following such reserves within its overall General Fund.

14. Modernisation Fund - This funding has been set aside by the Council to enable the upfront investment required to drive forward the Council’s transformation activities and to generate future savings which will demonstrate payback within an agreed timescale.

15. PFI/PPP Equalisation Reserve – This fund has been established by the Council to equalise future PFI/PPP payments as grant funding is not fully aligned to the contract repayment schedules and this could produce large affordability gaps in the latter years of these agreement.

16. Devolved School Management Reserve – This funding has been set aside by head teachers to assist schools in meeting future financial challenges and in managing budgets which span more than one financial year.

17. Feasibility Fund – The small reserve was set up by the Council to permit preliminary investigations to be progressed for potential future capital projects. This is intended to enable a prompt start if a project is then approved for inclusion in the Capital Programme. Where such an approval is confirmed, the preliminary expenditure will be recharged to the capital project.

18. Unspent Grants – This reserve is to allow the matching of grant spend against grant received. Where grant has been received and we are permitted to use the funding in the following year then we use this reserve to enable the balance to be carried forward.

19. Whitelee Wind Farm – The income for this fund is from sums provided by the Whitelee windfarm operator to provide grants to the local area and manage and maintain the current access infrastructure and allow for future access improvements to the windfarm.

20. Commuted Sums – The income for this reserve comes from second home / long term empty Council tax income as well as contributions from planning gains to fund infrastructure and affordable housing investment within the area.

Capital Reserve

21. This reserve will assist in supporting capital investment for major projects and in maintaining capital investment during periods of economic challenge. It will be utilised in accordance with the Council's Capital Plan.

Repairs and Renewals Fund

22. The Fund has been established to enable a continuing programme of repairs and renewals to roads, properties and other infrastructure.

Insurance Fund

23. The Fund has been established to provide for insurance voluntary excess costs. Income and expenditure in relation to Insurance claims does not fall evenly on an annual basis. Given the long term nature of some insurance claims then it is important that the Council has an appropriate balance to meet these claims some of which could relate to events which happened decades ago.

GOVERNANCE OF RESERVES

24. It is important that there is clarity on the rules and responsibilities in respect of governance of the Council's Funds and Reserves. The governance arrangements are as follows:

- a) General Fund Non-Earmarked Reserve
 - (i) Level of Non-Earmarked Reserves agreed as part of the Reserve Policy.
 - (ii) Projected balance of Non-Earmarked Reserves reported to Budget Strategy Group and Council as part of the annual budget setting process. Proposed utilisation is agreed by the Council.
 - (iii) Fund balance reviewed and reported to the Audit & Scrutiny Committee and Council as part of the Annual Accounts exercise.
- b) Earmarked Reserves
 - (i) Fund balances are reviewed and reported to the Audit & Scrutiny Committee and Council as part of the Annual Accounts exercise.
 - (ii) Proposed utilisation of Earmarked Reserves is agreed by the Council as part of the annual budget setting process.

REPORTING AND REVIEW

25. The Reserves Policy will be reviewed and approved no less frequently than three yearly by Council.

CONCLUSION

26. It is good practice to adopt a formal reserves policy in relation to the various reserves held by the Council. This provides the Council with flexibility to respond to the varying levels of financial challenge it may face over time.

RECOMMENDATION

27. The Council is invited to approve the Reserves Policy

Further information is available from :

M McCrossan, Head of Accountancy Tel 0141 577 3035

KEY WORDS

Reserves, General Fund, Non-Earmarked, unallocated reserves.

EAST RENFREWSHIRE COUNCIL25 February 2021Report by Head of Accountancy (Chief Financial Officer)REVENUE ESTIMATES 2021/22**PURPOSE OF REPORT**

1. To submit for approval outline revenue estimates of income and expenditure as the basis for the Council Tax declaration for 2021/22.

RECOMMENDATIONS

2. It is recommended that the Council: -

- (i) approves the outline revenue estimates for 2021/22 (Annex A);
- (ii) agrees that the detailed budgets and savings to be applied should be determined by Council after the final confirmation of the Scottish Government grant settlement;
- (iii) agrees to hold a further meeting of the Council on 15 March 2021 to determine detailed budgets and savings to be applied for 2021/22;
- (iv) approves the recommended level and utilisation of reserves;
- (v) determines the Council Tax Band D level for 2021/22 at £1,289.96; and
- (vi) notes that management of the Council's finances and service plans will continue to be undertaken on a longer term basis.

REVENUE BUDGET PROCESS

3. In approving the revenue estimates in recent years the Council has recognised that the future financial position was likely to remain very difficult in terms of spending pressures, demand for services and level of government grant. Accordingly, the Council has adopted a long term financial planning policy which assumes a real terms reduction in available budgets. This position remains appropriate with the Scottish Government's Medium Term Financial Strategy, updated in January 2021, and recent economic forecasts anticipating ongoing financial challenges in the coming years.

4. Recognising these ongoing financial pressures, the Council has reviewed and updated its long term Financial Plan for 2021-27, also on today's agenda. As agreed at the Council meeting on 24 June 2020, revenue budgets to be considered today will cover 2021/22 only but it is expected that detailed 3 year budget setting will resume from 2022/23 when multi-year settlements should be provided by the UK and Scottish Governments. In keeping with our longer term financial approach, however, departmental modelling of the Council's financial position will also continue internally for the three years 2021/22 to 2023/24 in support of our Outcome Delivery Plan.

5. In summer 2017 savings proposals to address forecast funding shortfalls for the next three financial years were identified. These proposals were subject to extensive consultation and active engagement with the Council's communities, service users, employees and partners in autumn 2017, with consultees being invited to provide their views on the budget savings proposals set out. Feedback from that engagement exercise informed the development of the savings measures proposed by the Council covering the financial years 2018/19 to 2020/21. In view of COVID-19 delaying the confirmation of Council settlement figures as a result of the deferral of the UK and Scottish budgets until 3 and 9 March 2021 respectively, a new three year budget and associated savings proposals could not be compiled and the Council agreed to produce only a single year budget for 2021/22. Three year budget setting and public consultations will resume from 2022/23.

6. As a part of the process for constructing the budget proposals for the next financial year, departments compiled detailed budget information on the cost of services to be provided in 2021/22. In practice this represents the cost of maintaining existing service levels and in addition providing for: -

- The impact of inflationary pressures including pay awards
- Scottish and UK Government initiatives
- Cost of Council decisions and legal commitments
- Revenue implications of the Capital Programme
- Increased demand for services from growing population

7. Due to the COVID-19 pandemic, the normal budget timetable has been significantly altered for 2021/22. The Scottish Government circular announcing the Council's provisional 2021/22 grant figures would usually have been issued in mid December 2020 but was actually only issued on 28 January 2021. As Scottish Parliament final approval of the Scottish budget will not be confirmed until 9 March 2021 and the UK budget will not be published until 3 March 2021, there is the chance that the settlement figures could be further amended in the coming weeks. Nevertheless, the Council has kept to the planned budget setting date due to the necessity to set Council Tax and issue bills to residents prior to the start of the new financial year.

8. As there is a significant chance of late changes to the settlement, as was experienced last year, the Council proposes to set only an outline budget at present and to confirm detailed budgets and savings plans in the coming weeks once the full settlement is confirmed. The Council has identified sufficient savings options but will only implement those which are absolutely necessary.

9. The budget process has involved consultation with Trades Unions both at departmental and corporate levels and formally through the Joint Consultative Committee and this will continue.

SCOTTISH GOVERNMENT GRANT FUNDING 2021/22

10. Aggregate External Finance (AEF) is the mainstream grant support for the Council. It is determined by the Scottish Government and comprises: -

- General Resource Grant
- Specific Grants
- Income from Non Domestic Rates

11. For comparative purposes budgeted grant levels are as follows:-

	REVISED	
	AEF 2020/21	AEF 2021/22
	£000	£000
General Revenue Funding	168,622	178,464*
Specific Grants	7,791	8,505
Non Domestic Rates	<u>14,877</u>	<u>9,107*</u>
	<u>191,290</u>	<u>196,076</u>

*The 2021/22 General Revenue Funding above has been increased in part to compensate for the loss of NDR income due to COVID rating reliefs.

12. The grant figures above relate to normal Council operations only and do not include Scottish Government funding specifically to address COVID pressures. Such funding will be provided separately through government grants or through the power to apply fiscal flexibilities (effectively the ability to extend Council borrowing to cover COVID costs). As such, COVID pressures have not been reflected in the budget figures in this report and have not added directly to the 2021/22 budget shortfall addressed here. Any impact on future years' borrowing costs will be addressed as part of our longer term Treasury Management Strategy to be considered at the next meeting of the Council.

13. The 2021/22 general revenue grant allocation includes additional funding for IJB integration commitments (£1.4m) and additional support for Councils who choose to freeze Council Tax for the year (£1.8m). The specific grants for 2021/22 include an additional £0.7m for early learning & childcare extension. This gives a total of new monies of £3.9m.

14. The Specific Grant figure incorporates £1.327m ring fenced funding to support educational attainment. This is a similar level to 2020/21 and must be distributed to head teachers for them to determine utilisation and as such the expenditure cannot be directed by the Council.

15. After adjusting for new grant funding as set out in paras 12 and 13 above, the 2021/22 settlement equates to a cash increase of £0.9m (0.45%) on a like for like basis against the current year. In broad terms this figure consists of:

- A decrease of £0.3 m to reflect grant distribution changes between Councils
- An increase of £2.7m as our share of the overall funding increase to Councils
- A decrease of £0.1m to reflect an expected reduction in historical loans support
- A decrease of £0.4m to reflect an assumption of buoyancy in council tax collection
- A decrease of £1.0m to reflect an increased contribution to the floors arrangement

16. The Council's 2021/22 grant settlement therefore makes only limited provision for any inflationary or local demand pressures faced by the Council, so most of the pay and price increases, service demands and other pressures (such as consolidation of the Living Wage) are not funded through Scottish Government grant but need to be self-funded by the Council. These represent a total pressure of around £8.6m to be absorbed by the Council for 2021/22.

17. As a part of the grant settlement for 2021/22, the Scottish Government expects that:

- Nationally Councils will maintain teacher numbers in line with pupil numbers and secure places for all probationers who require one under the teacher induction scheme;

- Councils who accept the additional grant amount will freeze Council Tax; and
- Council contributions to IJBs will be maintained at least at a flat cash level before the new funding commitments of £1.4m are added.

18. The budget proposals submitted for Council consideration assume delivery against the above points in 2021/22.

“FLOORS” ARRANGEMENT

19. In determining grant distribution the Scottish Government has again put in place a “floors” arrangement to ensure year-on-year stability in grant at individual Council level. The cost of bringing local authorities up to the “floor” is borne by the remaining Councils. Under this arrangement East Renfrewshire will contribute £1.799 million by way of deduction from AEF grants in 2021/22. This is £1.035m higher than in the current year despite the Council’s reducing proportion of the national grant allocation and reflects the high level of support distributed to a small number of other Councils. This contribution has been reflected in the above figures.

NON DOMESTIC RATES INCOME

20. Non-domestic rates income is paid into a central pool which is then distributed as part of AEF. The amount paid to Councils from the pool is fixed for each year with any surplus or shortfall in the overall pool being adjusted in the following year’s rate poundage or AEF settlement. The forecast for NDRI draws on Councils’ estimates of the amounts they will contribute to the pool. Included in the calculation are: gross income; expected losses from appeals; in-year cost of transitional relief; mandatory and other reliefs; write-offs and provisions for bad debts. For 2021/22 the amount of NDRI distributed is significantly reduced because of rates reliefs awarded to businesses to address COVID impacts and to stimulate the economy. General Revenue grant has been increased to compensate for this.

FINANCIAL OUTLOOK

21. The Council’s agreed financial policy states that *“The Council will make spending decisions based on an assessment of medium to long-term needs and consequences and will seek to avoid taking a short-term outlook in its policy making, service planning and budget setting decisions.”* Over the last number of years the Council has considered and set multi-year budgets. This has assisted in managing extremely difficult financial circumstances and is a demonstration of the value of adopting a longer term approach to financial planning. Given the ongoing challenging financial outlook it is proposed that the Council continues to adopt this longer term approach and this has been set out in the Council’s Financial Plan for 2021-27.

22. As multi-year Scottish and UK Government settlements are not available, it is proposed to agree budget plans only for 2021/22 at today’s meeting. Council officers will continue to model departmental figures for 2021/22 to 2023/24 and continue to update longer term figures (as set out in the Financial Planning 2021 – 2027 paper on today’s agenda) for longer term financial planning purposes. The Council anticipates approving a further 3 year budget in February 2022 once multi-year figures have been announced by the Scottish Government.

23. Further, to allow enough time for the production and issue of Council Tax notices to residents, the Council meeting to consider budget and Council Tax plans has been scheduled for the end of February. As our financial settlement will not be confirmed until 9 March, it is recommended that an outline budget only will be agreed today with detailed budgets to be agreed at a subsequent meeting in mid-March once the final level of savings required has been confirmed.

24. Taking account of the 2021/22 settlement announcement, the base assumption of a 3% uplift in Council Tax income, updated expenditure information and an expectation of some Council Tax buoyancy from new housebuilding, a total budget shortfall of £8.519m has been confirmed for the coming year. This is some £3m lower than the expected shortfall when the indicative budget for 2021/22 was estimated in February 2020 and is the result of the higher than forecast grant support being partly offset by a significant increase in social care contract costs.

25. As explained in the Financial Planning 2021-27 report, further cash reductions in grant are forecast for the years following 2021/22, producing ongoing shortfalls for the next five years. For 2022/23 a mid-range budget shortfall of £9.338m is forecast, after applying an assumed 3% Council Tax increase for that year. It is important that the Council continues to manage this scenario in line with its longer term financial management strategy.

COUNCIL TAX

26. The Council's settlement includes additional grant of £1.802m (equivalent to a 3% Council Tax increase) on condition that Council Tax is frozen for 2021/22. The Council's published forecasts had been based on a 3% assumed Council Tax increase and it is therefore proposed to accept this additional grant and avoid any increase for local Council Tax payers in the current challenging economic circumstances. It is assumed that this additional grant will be baselined for future years and the Council is seeking confirmation on this point to assist with longer term planning.

27. The Council implemented its new Council Tax system in December 2020 and will be using this for the first time to produce annual bills in March 2021.

RESERVES AND SAVINGS PROPOSALS

28. Budgets are closely monitored throughout the year and the latest 2020/21 monitoring forecasts a non COVID related underspend of £2.472m by the year end. This has been taken into account when considering the scope for a draw on reserves. It is therefore considered that a further £3 million of the outstanding 2021/22 savings requirement can be deferred on a short term basis by a drawdown from unallocated general reserve funds. As a result, the budget shortfall for 2021/22 can be reduced to £5.519m.

29. To permit the Integrated Joint Board and the East Renfrewshire Culture & Leisure Trust to proceed with their own scheduled budget setting plans, it is proposed to confirm the Council's contributions to these bodies today, as set out in Annex A. Since these bodies will determine the detail of their own share of the overall savings target, this leaves a savings figure to be addressed by Council departments of £3.503m.

30. Directors have compiled 2021/22 savings options totalling £9.434m for Council services, so these will be more than sufficient to cover the remaining gap.

31. As there is scope for further changes to the settlement as the UK and Scottish budget figures are confirmed on 3 and 9 March 2021 respectively, and with recent years' experience suggesting that grant could increase at a late stage, it is proposed that confirmation of detailed 2021/22 budgets and savings plans is deferred to a later Council meeting in mid March when final settlement figures are known.

32. Should a similar level of additional funding to that made available in recent years (around £1.8m) be confirmed, the outstanding gap would be further reduced and some of the most challenging savings could be deferred.

NET EXPENDITURE

33. The resulting revenue estimates for 2021/22 provide for net expenditure of £258.343 million, made up as follows:-

	BUDGET 2021/22 £m
<i>Education*</i>	148.556
Contribution to Leisure Trust	5.295
Contribution to IJB	54.319
<i>Environment*</i>	27.210
<i>Community Resources*</i>	12.873
<i>Chief Executive's - Non Support*</i>	0.065
<i>Chief Exec/Corp Servs – Support*</i>	0.317
Joint Boards	2.359
Contingency - Welfare	0.200
Capital Financing Costs	8.863
Other	1.789
<i>Savings yet to be applied*</i>	(3,503)
	258.343

34. Welfare reform continues to impact on council services. As these changes, particularly Universal Credit, are still being rolled out the budget for 2021/22 includes contingency provision to help the Council make the necessary investment to support the changes and to progress measures to mitigate their impact on the public. As the financial impact of the changes is clarified in coming years, the contingency provision will continue to be allocated to appropriate service areas.

COUNCIL TAX COLLECTION

35. On the basis of past performance the Council Tax collection rate for 2021/22 has been assumed at 98%. It is proposed that any COVID related impact on collection trends will be addressed by further Scottish Government general COVID support funding or via fiscal flexibilities.

RESERVES AND BALANCES

General Fund

36. Setting aside earmarked reserves, the balance on the unallocated General Fund as at 31 March 2020 stood at £9.643 million with £3.5m of that allocated to balance the 2020/21

budget. Recognising the latest reported projections of in year underspends and interest earned it is projected, that the closing balance on the General Fund at 31 March 2021 will be £8.615 million (3.33%), significantly higher than originally estimated. Factoring in the planned drawdown of £3 million in 2021/22 would reduce the reserve to £5.615 million (2.20%) at 31 March 2022. This is close to the limit of what is considered prudent by the Chief Financial Officer.

37. The Council's identified aim has been to hold a General Reserve of 4% of net revenue expenditure so as to provide against unforeseen expenditure which may arise and to accommodate the short and medium term financial plans of the Council. A 4% reserve is at the most prudent end of accepted reserve levels and, given Audit Scotland comments in recent years on the levels of reserves held by Councils and the unprecedented challenges at present, it is considered that the proposed drawdown in 2021/22 is reasonable. It should be noted that the General Reserve cannot be used to permanently finance recurrent expenditure and can only delay savings.

38. The current and forecast positions of the General Fund and other key Council reserves are set out in graphical form in Annex B.

Modernisation Fund

39. This earmarked funding has been identified to enable the upfront investment required for the Council's transformation activities. It is proposed to incur a total of £1.782m Spend to Save and Transformation expenditure in 2021/22 this being supported by robust business cases. A further report will be submitted to members should there be a need to increase the draw on this reserve during the year. Movements in the reserve are currently estimated as:

		£000
Estimated Balance	1/04/21	5,469
Interest Receivable	2021/22	24
Expenditure	2021/22	(1,782)
		<hr/>
Closing Balance	31/3/22	<u>3,711</u>

Insurance Fund

40. The Fund has been established to provide for insurance voluntary excess costs and there are no plans to use this fund during 2021/22. Movements in the fund are estimated as follows:

		£000
Estimated Balance	1/4/21	1,956
Interest Receivable	2021/22	11
Expenditure	2021/22	-
		<hr/>
Closing Balance	31/3/22	<u>1,967</u>

Equalisation Fund

41. The Fund has been established to equalise future PFI/PPP payments. It is anticipated that in closing this year's accounts no contribution will be made to the reserve. It is not proposed to utilise this Fund during 2021/22. Movements in the fund are estimated to be as follows:

		£000
Estimated Balance	1/4/21	2,851
Interest Receivable	2021/22	16
Expenditure	2021/22	-
		<hr/>
Closing Balance	31/3/22	<u>2,867</u>

Repairs and Renewals Fund

42. The Fund is established to enable a continuing programme of repairs and renewals to roads, properties and other infrastructure. Expenditure proposals for 2021/22 from the Fund include £600,000 for targeted property repairs to education premises; £500,000 for road repairs and £300,000 as a contingency that will be drawn down if next year's winter is more adverse than "average".

		£000
Estimated Balance	1/4/21	4,307
Interest Receivable	2021/22	16
Dept Contributions	2021/22	970
Expenditure	2021/22	(2,420)
		<hr/>
Closing Balance	31/3/22	<u>2,873</u>

Capital Reserve

43. It is anticipated that in closing this year's financial accounts no contribution will be made to the reserve. In the budget for 2021/22 it is not proposed to contribute further to the reserve. This reserve will assist in maintaining capital investment during the current economic challenges and it will be utilised in accordance with the Council's Capital Plan. The closing balance at 31/3/22 is estimated to be £2.686m.

Devolved School Management Reserve

44. In recent years Head Teachers have been permitted to set aside funding to assist schools in meeting future financial challenges and in managing budgets which span more than one financial year. Utilisation of this fund is at the discretion of Head Teachers and the balance on this fund at 31/3/22 is estimated to be £2.863m.

EFFICIENT GOVERNMENT

45. The Council places high reliance on its Modern Ambitious Programme to drive change and savings across all services. Key themes include designing services from the customer's perspective, improving the efficiency of our business systems and processes, enhancing productivity through Office 365, improving access to information and reducing numbers of buildings and staff. Due to the impact of COVID-19, however, progress on these items was restricted during 2020/21.

46. As a part of the annual estimates process savings measures are identified to assist towards the delivery of a balanced budget. Savings measures are progressed in a managed way with early action being taken where possible to prepare for future financial difficulties. Budget proposals endeavour to maximise efficiencies and protect frontline service, with a significant element of the Council's planned savings in recent years arising from efficiencies or relating to activities associated with the MAP programme or the Council's 5 capabilities focus.

EQUALITY IMPACT ASSESSMENT

47. Section 149 of the Equality Act 2010 (the public sector general equality duty), requires the Council, in the exercise of its functions, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- foster good relations between people who share a protected characteristic and those who do not.

48. The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the Council, when proposing a new policy or practice, or revising an existing one, to:

- assess the impact of applying its proposals or changes against the three needs of the general equality duty, listed above;
- consider relevant evidence relating to different equality groups (including any evidence received from individuals from those groups);
- take account of the results of any assessment in respect of that policy or practice;
- publish, within a reasonable period, the results of any assessment where the Council decides to apply the policy or practice in question; and
- make arrangements to review and where necessary revise any policy or practice that the Council applies in the exercise of its functions.

49. Recognising this statutory duty, the Council has undertaken an equality impact assessment on each of the budget savings measures. Where appropriate, consultation and engagement is undertaken with relevant groups prior to implementing any savings measures assessed as possibly having an impact in equality terms with a view to minimising this impact.

COUNCIL TAX 2021/22

50. The outline revenue estimates in Annex A are based on a Band D Council Tax level of £1,289.96 being set for 2021/22. This proposed Council Tax level represents a Council Tax freeze when compared to the current year's level.

RECOMMENDATIONS

51. It is recommended that the Council: -

- (i) approves the revenue estimates for 2021/22 (Annex A);
- (ii) agrees that the detailed budgets and savings to be applied should be determined by Council after the final confirmation of the Scottish Government grant settlement;
- (iii) agrees to hold a further meeting of the Council on 15 March 2021 to determine detailed budgets and savings to be applied for 2021/22;
- (iv) approves the recommended level and utilisation of reserves;
- (v) determines the Council Tax Band D level for 2021/22 at £1,289.96; and
- (vi) notes that management of the Council's finances and service plans will continue to be undertaken on a longer term basis.

Further information is available from M. McCrossan, Head of Accountancy, telephone 0141 577 3035.

KEY WORDS Revenue Estimates, Council Tax, Reserves and Balances, Financial Planning

REVENUE ESTIMATES SUMMARY 2021/22

Annex A

NET EXPENDITURE

2020/21	2020/21	2020/21
Budget net of Central Support Allocation	Allocation of Central Support	Approved Budget

2021/22	2021/22	2021/22
Budget net of Central Support Allocation	Allocation of Central Support	Approved Budget

	£'000	£'000	£'000	£'000	£'000	£'000
Education	138,458	5,290	143,748	142,800	5,756	148,556 *
Contribution to East Renfrewshire Culture & Leisure Trust	5,064		5,064	5,295		5,295
Contribution to Integration Joint Board (including Ring Fenced Grant)	49,565	2,354	51,919	51,899	2,420	54,319
Environment	23,444	2,825	26,269	24,255	2,955	27,210 *
Community Resources	9,141	3,735	12,876	9,374	3,499	12,873 *
Chief Executive's Office - Non Support	2	53	55	9	56	65
Joint Boards	2,352	6	2,358	2,352	7	2,359
Miscellaneous Services	1,739	69	1,808	1,717	72	1,789
Contingency - Welfare	200		200	200		200
Capital Financing Costs	8,863		8,863	8,863		8,863
Central Support Recharge to the Housing Revenue Account	(1,019)	1,019	0	(1,002)	1,002	0
Environment - Support	2,291	(2,291)	0	2,353	(2,353)	0
Corporate & Community - Support	10,150	(10,150)	0	10,761	(10,570)	191 *
Chief Executive's Office - Support	2,910	(2,910)	0	2,970	(2,844)	126 *
Additional Expenditure / (Savings) to be confirmed	597		597	(3,503)		(3,503)
	253,757	0	253,757	258,343	0	258,343

FINANCED BY:-

Revenue Support Grant and Non Domestic Rates		183,499	187,571
Ring Fenced Grants		7,791	8,505
Contribution from Reserves		3,500	3,000
Council Tax		58,967	59,267
		253,757	258,343

* Savings still to be applied

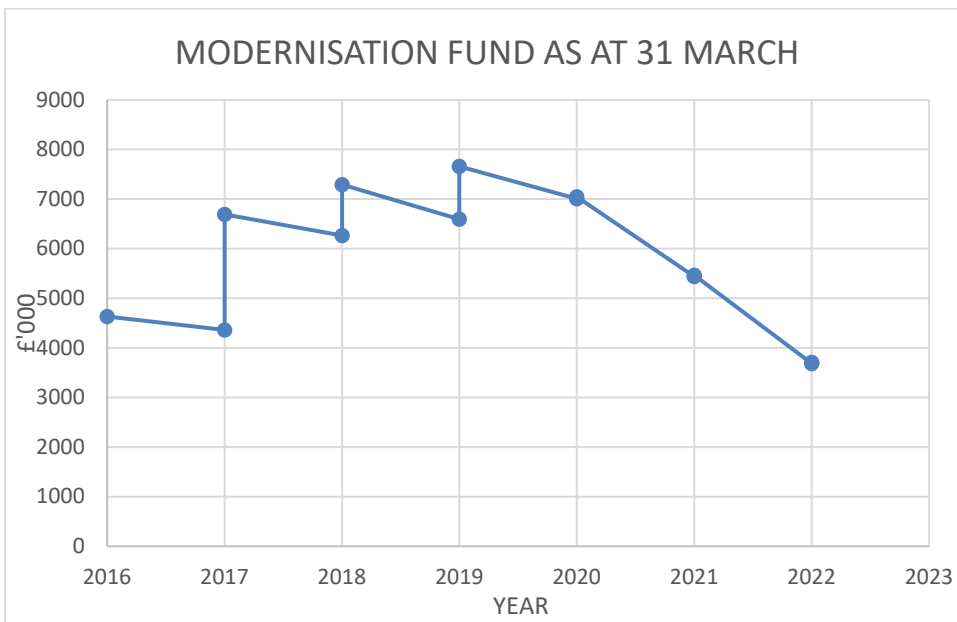
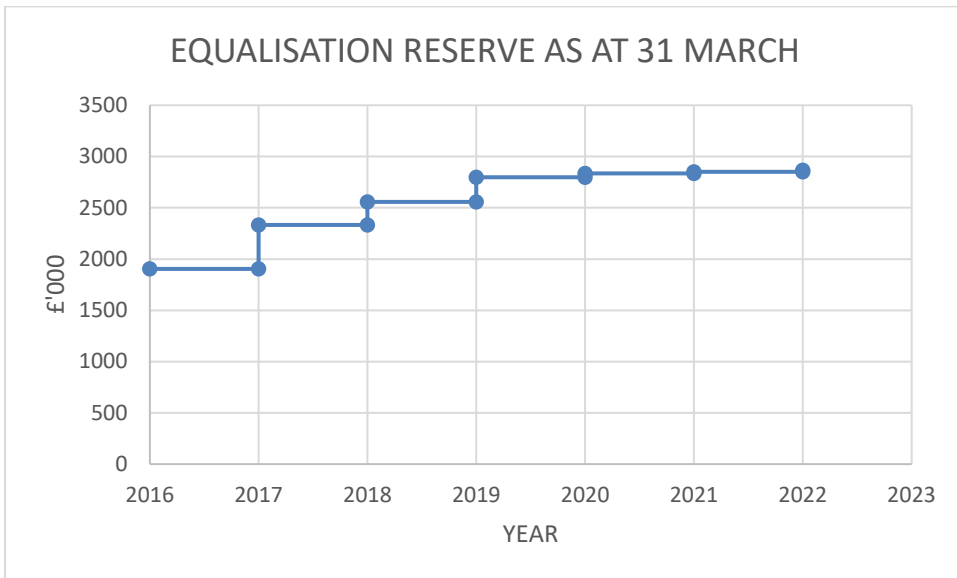
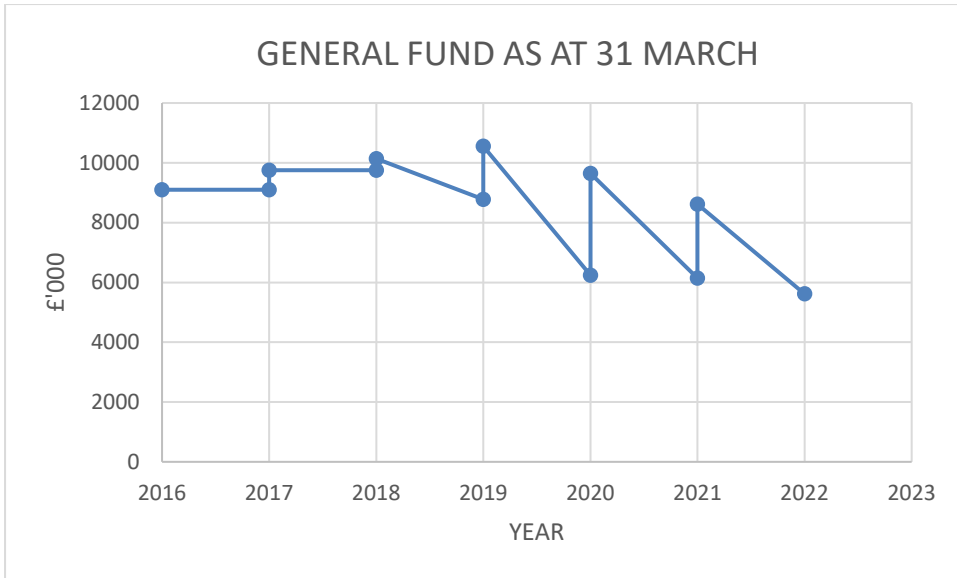
NOTE: FIGURES EXCLUDE COVID-19 COSTS WHICH ARE EXPECTED TO BE MET FROM GOVT GRANTS/FISCAL FLEXIBILITIES

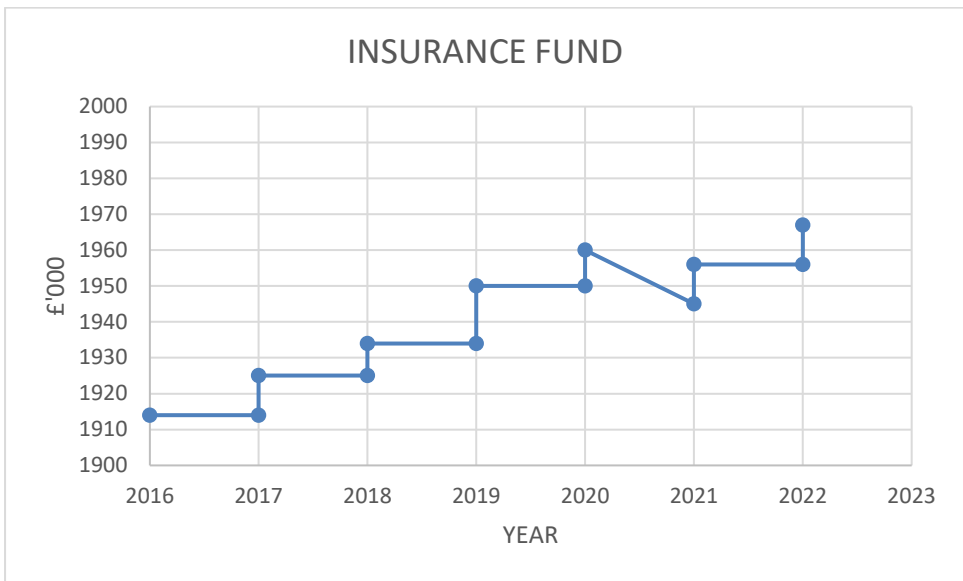
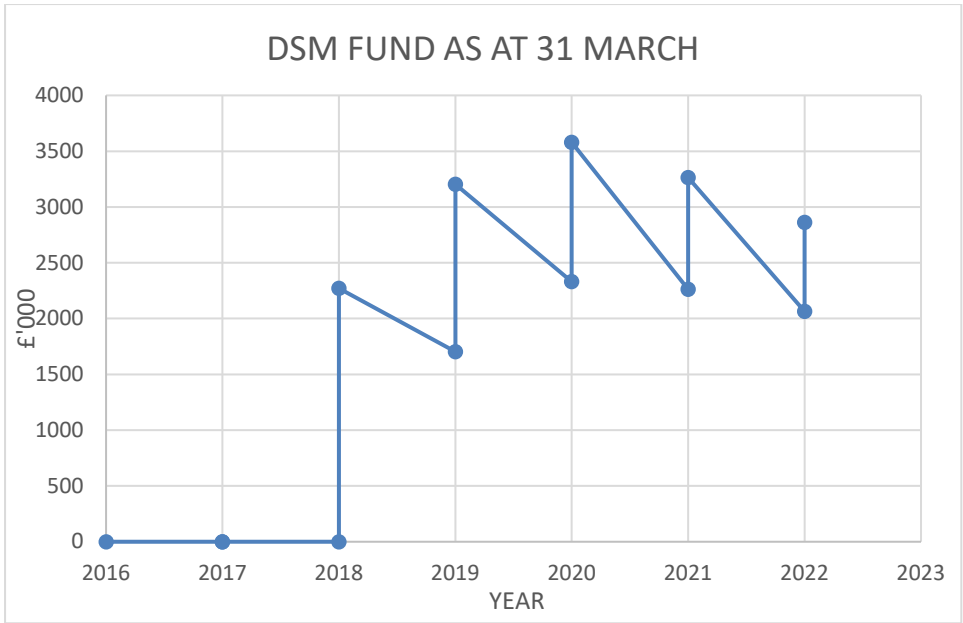
CALCULATION OF COUNCIL TAX BAND 'D'

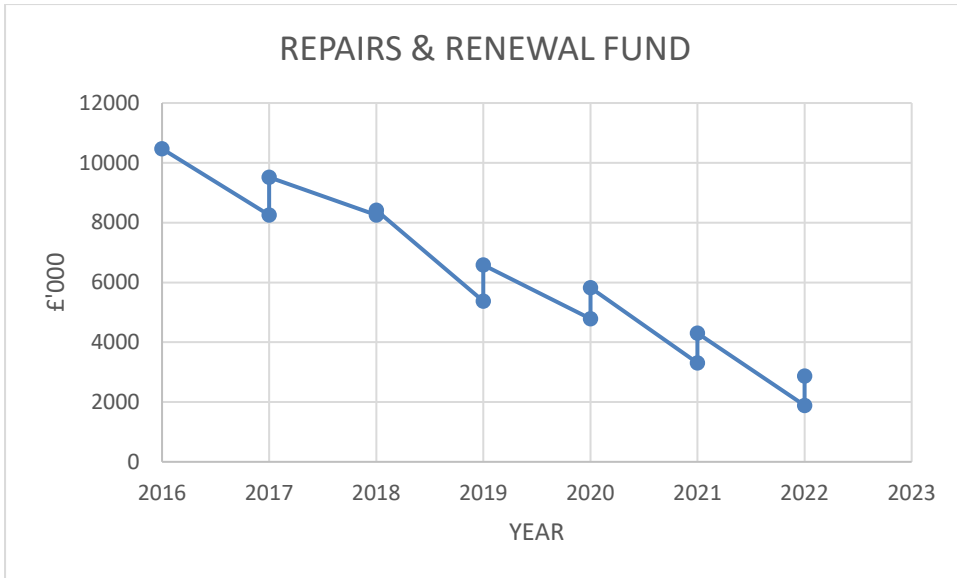
2020/21 £'000		2021/22 £'000
253,757	Net Expenditure	258,343
-	Contribution to Balances / Special Funds	-
253,757		258,343
(191,290)	Aggregate External Finance	(10,574)
(3,500)	Contribution from Reserves	(59,267)
58,967	Amount to be met from Council Tax	188,502
46,645	Number of Band 'D' Equivalents	46,883
933	Less Provision for Non Payment	938
45,712	Effective Tax Base	45,945
£1,289.96	Council Tax Band D	£1,289.96

COUNCIL TAX CHARGES 2021/22

<u>Valuation Band</u>	<u>Fraction of Band D</u>	<u>Upper Value £</u>	<u>Council Tax £</u>
A	240/360	27,000	859.97
B	280/360	35,000	1,003.30
C	320/360	45,000	1,146.63
D	1.00	58,000	1,289.96
E	473/360	80,000	1,694.87
F	585/360	106,000	2,096.19
G	705/360	212,000	2,526.18
H	882/360	over 212,000	3,160.41







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EAST RENFREWSHIRE COUNCIL25 February 2021Report by Director of EnvironmentHOUSING REVENUE ACCOUNT: RENT SETTING 2021/22 & 2022/23**PURPOSE OF REPORT**

1. To make recommendations to the Council in relation to the proposed rent increase for council housing for 2021/22 and 2022/23.

RECOMMENDATIONS

2. The Council is asked to approve the recommendation that a 1% rent increase be applied from April 2021 and that a further increase of 1 % be applied in April 2022.

BACKGROUND

3. When determining the level of rent increase the Council requires in order to deliver its landlord service, it is necessary to establish what the relevant legislative requirements will be for the future. In addition, it is necessary to identify any local priorities the Council may have. These requirements and priorities then need to be costed.

4. Once this information is available, an exercise is then undertaken in order to ensure that the Council achieves an acceptable balance between meeting these requirements and priorities, and estimating rent levels that are sustainable, affordable and acceptable to tenants. It should be noted that the impact of COVID 19 on tenants and rent arrears has been a significant factor this year.

5. It is recognised that this is a challenging process, as aspirations in relation to improved service delivery can often be curtailed due to the need to keep rents at an acceptable level.

REPORTNational and local priorities for Housing

6. One of the key legislative challenges for the Council in past years was been to meet the Scottish Housing Quality Standard (SHQS). To achieve this standard required significant investment. The standard was met in April 2015. However, the Council has an ongoing duty to maintain this standard. This remains a significant issue in determining investment decisions.

7. The Energy Efficiency Standard for Social Housing (EESH) was introduced by the Scottish Government in March 2014 and requires all Scottish social landlords to substantially improve the energy efficiency rating of their houses over and above that required by the SHQS, by 2020. This has previously required and will continue to require significant investment. The first milestone of the EESH was December 2020. Despite the challenges presented as a result of COVID 19 restrictions, 91% of the Council housing stock has been

brought up to meet this standard through various investment programmes. The remaining nine percent of the housing stock are on programmed works to be completed by the end of 2020/21 financial year, with a small amount exempt in line with Energy Efficiency Standard for Social Housing regulations.

8. Both of these legislative challenges are in addition to the “routine” requirements of the service such as continuing to meet “Right to Repair” commitments, planned maintenance, managing the housing waiting list and enforcing tenancy conditions in relation to estate management and anti-social behaviour.

9. The last few years have seen the service improve its performance in a number of areas. For example, current rent arrears initially reduced from 6.7% in 2016/17 to 5.8% in 2018/19. However the ongoing roll out of Universal Credit has seen them rise to 6.5% in 2019/20 but they remain below the Scottish Council average of 7%. Similarly, the average time to complete non-emergency repairs places the service in the top quartile of Scottish Councils with 5.4 days in 2019/20.

10. The biennial 2018 Tenant Satisfaction Survey results demonstrated sustained levels of satisfaction with Housing Services. East Renfrewshire Council Housing Service performs above the Scottish Council average in 5 of the 8 indicator categories. The 2020 survey was postponed due to COVID 19.

11. Whilst ongoing investment in tenants’ homes is a key priority, the ongoing COVID 19 restrictions have limited the works able to be undertaken in 2020/21. Tenants who were due to have improvements works have been notified of the delays and prioritised for 2021/22 when restrictions permit.

12. In addition to investing in the current properties, the Housing Service is keen to continue to provide new homes for local residents. In 2019/20 Housing Services purchased 14 homes from the open market. Furthermore to date some 45 new council homes have been built with a further 116 units currently under construction.

Determining affordability

13. When setting a rent level it is essential to assess if any proposed increase is affordable. As part of an independent review of the Housing Services Business Plan an affordability assessment of income for those in employment and those in receipt of benefits was undertaken in 2020. Available guidance states that housing costs should be no greater than 25-35% of a household’s total income and the proposed rent increase of 1% does not breach this level.

14. Housing Services have seen a significant increase in rent arrears during the COVID 19 pandemic as households face financial challenges. The proposed 1% rent increase is not sufficient to address all of the services key priorities. However a higher increase could be financially challenging for a number of households. Housing Services have identified financial reserves to cover any income gap that arises from a 1% rent increase. However reserves could not have accommodated a 0% increase

15. It is also useful to compare rent levels with other social landlords. The table below details approximate rent levels for other social landlords operating in East Renfrewshire. It should be noted that East Renfrewshire Council rent charges are calculated on a 48-week basis. For comparison purposes, all the figures presented below are adjusted to a 52-week basis to ensure the data is comparable and relate to 2020/21.

	2019/20 Average Rent Charge	Estimated 2020/21 Average Rent Charge
East Renfrewshire Council	£79.62	£82.32
All Scottish Landlords including Housing Associations	£81.46	£83.48
Link Housing Association	£86.97	£89.14
Barrhead Housing Association	£89.46	£90.80
Cube Housing Association	£90.81	£93.89
Hanover Housing Association	£117.50	£121.02

16. As a social landlord, East Renfrewshire Council operates within the same labour, housing and wage markets as all other landlords in the area. The current and predicted average rent charges above show that East Renfrewshire Council's rents are lower than other local social housing landlords' rents and therefore are more affordable.

17. In recent years, Housing Services have been able to improve homes by undertaking improvement works as detailed below and by building new homes for rent. Some of the proposed expenditure related to the rent increase will result in savings to households as a result of increased energy efficiency. Some examples of typical savings are below. Council should note that due to ongoing COVID 19 restrictions, some works have not been able to progress as planned in 2020/21.

Improvement Area	Annual Saving	Cost	No of tenants homes improved since 2018
Loft insulation	£135 - £250	£62,100	108
Central heating	£50 - £315	£2,290,750	935
Cavity wall insulation	£85-£280	£101,250	135
External wall render	£105 - £375	£462,000	66
Window replacement	£75	£448,800	187

18. Full details of the draft Housing Revenue Account for 2021/22 are shown in appendix 1, with further information provided below.

Staffing

19. Whilst the pay rise for 2021/22 has not yet been agreed, an adjustment to staffing costs of 2% has been made. In addition the ongoing redesign of Housing Services has resulted in a reduction in the requirement for agency staff and an increase in permanent craft operatives.

20. Similarly the redesign has reduced the recharge to the General Fund (Other Housing) for staffing costs. The majority of the staffing costs for General Fund duties are charged directly to the General Fund.

Loan Charges

21. The Council operates under prudential borrowing guidelines and in previous years the prudential ratio of loan repayments to turnover has not exceeded 40%. However within the next 5 years the ratio of payments to turnover may breach 40% for two financial years. This is due to historical costs inherited at the time of re-organisation. However the business plan has been independently assessed as robust to meet these costs without the need to reduce current and future investment plans.

Additional Investment

22. Housing Services seeks the view of tenants not only through the rent setting consultation but also the biennial tenant survey and day to day engagement with tenants. Tenants naturally are keen to see more investment on the external aesthetics of their home such as painting and fencing. However, with the requirements to meet the SHQS and EESSH, it is not always possible to meet these requests. As part of the consultation for the rent increase in 2020/21, a budget of £171k was agreed to undertake paving, fencing, guttering and external painting requests. However the due to COVID 19 restrictions this budget has not been spent. This budget will be carried forward to 2021/22 to progress these works.

Balgraystone, Barrhead South

23. The Housing Revenue Account (HRA) owns a large area of land at Balgraystone, Barrhead South which is part of the Barrhead South Regeneration Master Plan. Housing Services have begun construction on 47 new council homes on part of this site. However the remaining HRA land will be sold to fund the new build programme. The HRA has advanced costs of £203k for infrastructure such as drainage and road construction and costs to market the land for sale.

Non HRA Income

24. The Non HRA income for 2021/22 has reduced by £175k. Housing services staff previously undertook electrical testing in non-domestic Council properties and was compensated by income of £175,000 from the General Fund. This service will now be tendered to the market allowing Housing Services to focus on services to Council tenants and the income will no longer be reflected in the Housing Revenue Account. The costs of £175,000 will be reflected elsewhere in the accounts of the authority.

FINANCE AND EFFICIENCY

25. The key driver of expenditure within Housing Services relates to repairs and the service continues to ensure value for money is delivered by effective procurement mechanisms. A key area for future improvement identified in 2019/20 was reducing void rent loss. Whilst improvements have been made to the void service, the restrictions on house moves from April to June 2020 has increased the void rent loss for 2020/21.

26. Housing Services are currently undertaking a significant redesign which includes implementation of new digital technologies to ensure customers can use self-serve tools and will allow officers to spend greater time in the community delivering customer focused services. This constitutes a substantial investment in the service which will reap rewards in subsequent years.

27. Members should note that COVID 19 has increased both void rent loss and increased rent arrears resulting in a forecast overspend for 2020/21. In addition the need to minimise the rent increase but still maintain investment has created a projected deficit for 2021/22 of £606,000. However members should note that Housing Services have a robust 30 years Housing Business Plan and sufficient reserves in place to address this deficit whilst still maintaining investment.

CONSULTATION

28. The Housing (Scotland) Act 2001 requires social landlords to consult tenants and take account of their views when making decisions about proposed rent increases.

29. Although the capacity for consultation on a rent increase was affected by the impact of COVID 19 a consultation exercise was still required.

30. To undertake the consultation, Housing Services:

- Wrote directly to all ERC tenants (just under 3000 tenants) with a survey form and postage paid return envelope
- Placed a survey form on Citizen Space, the Council's on line survey platform, which was promoted on the Council's social media platforms
- Advised all tenants on the consultation through the tenant newsletter

31. Housing Services received 233 completed surveys (8% of the total sent out) and the results are as follows:

Proposed % increase	No of returns	% of tenants response
1%	136	58%
2%	90	39%
Spoilt or invalid return	7	3%

32. Tenants were asked to indicate their preferred areas of investment in the Housing Service.

Preferred investment- multiple options permitted	No of returns	% of tenants response
Improve Repairs service	125	54%
Invest in front line staff	19	8%
External Property improvements	84	36%

IMPLICATIONS OF THE PROPOSALS

33. The feedback indicates a range of views on the options provided but with a preference for 1% with over 58% of responders favouring this option.

34. Housing Services have a robust 30 years Housing Business Plan and sufficient reserves in place to address this deficit whilst still maintaining investment.

35. The proposed increase is deemed to be affordable, is comparable in relation to other landlords and is essential to provide needed investment to maintain and improve the service delivered to East Renfrewshire Tenants.

36. This report does not have any implications in terms of property, staffing, legal, equalities, IT and sustainability at this point in time.

CONCLUSIONS

37. It is proposed that Council house rents should increase by 1% with effect from April 2021. It should be noted that this increase will also apply to lock ups and garage sites held in the Housing Revenue Account.

38. This proposal of 1% ensures that the income from rents is at a level which is sufficient to meet the statutory requirements of the service, such as continuing to meet the SHQS and improving energy efficiency required by EESSH.

RECOMMENDATIONS

39. The Council is asked to approve the recommendation that a 1% rent increase be applied from April 2021 and that a further increase of 1 % be applied in April 2022.

Director of Environment

Further information can be obtained from: Phil Daws, Head of Environment (Strategic Services) phil.daws@eastrenfrewshire.gov.uk 0141 577 3186

Convener contact details

Councillor Danny Devlin
(Convener for Housing and Maintenance Services)

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February 2021

<u>Appendix 1</u>				
EAST RENFREWSHIRE HOUSING REVENUE ACCOUNT				
ESTIMATED EXPENDITURE FOR THE YEAR FROM 1.4.21 TO 31.3.22				
		2020/21		2021/22
HRA – OVERALL SUMMARY		Estimate		Estimate
		£		£
1	Payroll costs			
	a	APTC basic	2,228,600	2,686,900
	b	Overtime T 1.5	51,100	19,000
	c	Overtime – contractual		5,100
	d	National Insurance	218,200	252,500
	e	Superannuation	409,200	487,600
	f	Craft – basic	782,300	1,131,600
	g	Craft – overtime T 1.5	42,600	31,500
	h	Craft National Insurance	78,500	109,300
	i	Craft Superannuation	142,100	213,500
	j	Other expenses	9,650	18,400
	k	Apprentice Levy	15,600	19,500
	l	Agency staff	364,000	100,000
2	Property costs			
	a	Rates	4,300	6,600
	b	Council Tax	24,000	24,000
	c	Rents	10,400	9,400
	d	Insurance premium	204,000	215,200
	e	Insurance – provision for excess	50,000	40,600
	f	Fixtures & fittings	4,800	4,800
	g	Upkeep of ground	50,000	50,000
	h	Mixed Tenure contribution	250,000	250,000
	i	Fire protection	16,000	15,000
	j	Laundry equipment maintenance	22,900	22,900
	k	Lift maintenance	28,500	20,700
	l	Decants	5,000	5,000
	m	Private contractors HRA Misc	18,000	10,300
	n	Gas maintenance contract	400,000	400,000
	o	Asbestos	70,000	70,000
	p	Legionella	35,000	35,000
	q	Community alarms	24,445	19,000
	r	Cleaning	36,250	34,700
	s	Electricity	93,500	96,000
	t	Gas	73,200	82,300
	u	Property recharge	53,300	53,300
	v	External improvements	-	171,400
	w	Metered Water Charges	800	600
	x	Council House Deed Plans	600	500
	y	Balgraystone costs		203,000

3	Transport costs		
a	Fixed maintenance	6,000	10,700
b	Additional work	5,200	12,200
c	Over age vehicles	29,300	29,300
d	Tyres	-	3,000
e	Hires	72,900	43,200
f	Fuel charges	20,400	40,400
g	Garaging charges	5,100	5,100
h	Other transport costs	5,000	3,700
4	Supplies & services		
a	Purchase office equipment	14,300	5,800
b	Purchase small tools	25,600	25,000
c	Materials – non stock	260,000	260,000
d	Hoist hire	7,000	7,000
e	Skip hire	17,000	17,000
f	Shredding charges	500	500
g	Equipment & computer development	80,700	116,400
h	Materials – stock	360,000	360,000
i	Uniforms & protective clothing	8,600	8,600
j	Winter maintenance council buildings	500	500
k	Hire of scaffolding	12,000	12,000
l	Sub contractors	1,101,050	837,900
m	Water supplied	1,400	1,400
n	Printing, stationery, printing, postages	29,400	15,100
o	Training	29,000	29,000
p	Dept, Directorate and support costs	256,400	187,400
q	Customer First	-	85,000
r	Insurance – public liability claims	12,500	30,800
s	Publications & subscriptions	24,200	24,200
t	Court expenses	13,200	13,200
u	Other accounts of the authority	186,100	186,100
v	Void rent loss provision	402,000	300,000
w	Rent remissions	13,200	10,000
x	Irrecoverables	160,000	160,000
y	Replacement furniture	5,000	5,000
z	Covid 19 Costs	29,000	10,000
aa	Girobank Charges	2,100	2,000
5	Transfer Payments		
a	Superannuation additional allowances	20,900	20,900
b	“One off” HRA Pre Disposal costs	10,000	10,000
c	Assistance to Tenants Associations	23,800	23,800
d	Specific debts written off	10,000	10,000
e	Bad debt provision	265,900	265,900

6	Support services			
	a	Central administration – central support	981,400	1,002,300
7	Depreciation & impairment costs			
	a	Principal	2,938,000	2,854,000
	b	Interest	1,242,300	1,383,700
	c	Expenses	64,700	51,300
		GROSS EXPENDITURE	14,572,795	15,394,600
8	Income – sales, fees & charges			
	a	Repairs recharged to tenants	- 13,800	- 13,800
	b	Repairs recharged to owner occupier	- 22,100	- 50,000
	c	Sheltered housing charges - wardens	- 46,000	- 46,000
9	Income – rental income			
	a	Rents – houses (Including Homeless persons)	- 12,131,917	- 12,706,800
	b	Service charges – heating charges	- 130,000	- 130,000
	c	Rents – lock ups	- 23,000	- 23,000
	d	Rents – garage sites	- 6,000	- 6,000
	e	Rents - shops	- 190,000	- 190,000
10	Income – Comm Ops Contract Income			
	a	Non HRA income	- 175,000	- 50,000
	b	Housing capital	- 990,000	- 990,000
11	Income - other			
	a	Recharge to other accounts of the authority	- 216,300	- 302,200
	b	Recharge to capital	- 86,800	- 86,800
	c	Recharge to other Housing	- 118,200	- 6,600
	d	Recharge to Council House sales	-	-
	e	Interest on Revenue deposits	- 17,300	- 17,300
	f	Contribution from bad debt provision	- 170,000	- 170,000
		TOTAL INCOME	- 14,336,417	- 14,788,500
		NET EXPENDITURE (INCOME)	236,377	606,100

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EAST RENFREWSHIRE COUNCIL25th February 2021Report by Director of EnvironmentHOUSING CAPITAL PROGRAMME 2021/22 TO 2030/31**PURPOSE OF REPORT**

1. To seek the approval of the Council for the proposed 10 year Housing Capital Programme from 2021/22 to 2030/31.

RECOMMENDATION

2. It is recommended that the Council approves the proposed Housing Capital Programme for the years 2021/22 to 2030/31 and authorises the Director of Environment to progress the projects listed within 2021/22.

BACKGROUND

3. This report advises on details of anticipated capital expenditure requirements for Housing Services for the next ten years.

4. In recent years the Housing capital programme has focused on the need to meet the Scottish Housing Quality Standard (SHQS) 2015 and Energy Efficiency Standard for Social Housing (ESSH). The majority of expenditure on the housing capital programme during 2021/22 and beyond relates to the need for housing to continue to meet the SHQS and the new target for ESSH2.

5. The first milestone of the ESSH was December 2020. Around 91% of the Council housing stock has been brought up to meet this standard. Of the remaining nine percent, about six percent are on planned programmes to be completed by the end of 2020/21 financial year, while the rest will be temporarily exempt. These are temporarily exempt because of the building types and excessive costs required to achieve the standard. These will be continually reviewed as changes in technology, funding streams and legal parameters could impact on the compliance standard.

6. The Government has set a new milestone – ESSH2, which is a continuation of the shared commitment to tackle fuel poverty and mitigate climate change emissions. The next milestone for ESSH2 is 2025 when all social housing must achieve Energy Performance Certificate (EPC) D. After this landlords must endeavour to maximise the number of homes in the social rented sector to attain EPC B by 2032. It should be noted that these targets will be extremely challenging to achieve, especially as much of the more affordable energy efficiency work has been carried out to date. The actual cost of meeting ESSH2 will be dependent on further research and feasibility studies on potential renewable and low heat energy technologies. There may be a requirement for additional funding to achieve these challenging targets.

7. In November 2020 the Cabinet noted a £2.955 million reduction in the 2020/21 HRA capital programme expenditure due the impact of COVID-19. This resulted in delayed tender processes in the early part of the financial year and government restrictions, pauses to works,

and restricted access which has impacted on the ability to carry out works safely. These have resulted in later starts and much of the planned works will now fall into 2021/22. The associated resources will now be carried forward to fund these projects in 2021/22.

8. There may be further slippage in 2020/21 resulting in further carry forward of resources. The amount will be dependent on the progress made on contracts and the impact of government restrictions before the end of financial year. The slippage will be assessed and reported as part of the June 2021 Housing Capital Programme update report.

REPORT

9. The remainder of this report sets out the Housing Capital Programme for 2021/22 and future years. The appendix to this report provides detail of the spending priorities and estimated values contained within the capital programme from 2021/22 to 2030/31.

10. Each year, when compiling the capital programme, it is necessary to achieve a difficult balance between the aspirations of tenants for improvements to their homes and the affordability of any investment.

11. A key factor for the Council to consider is the age of its stock. Almost one third of the Council stock is more than 75 years old with a further third aged between 50 and 75 years. This creates a substantial need for investment especially in relation to achieving EESSH2 targets and renewing roof and wall render. There have also been some additional pressures placed upon the HRA Capital Programme which the Council approved in the previous five year plan in March 2020. These include:

- New legislation requiring the installation of interlinked smoke detectors in all Council housing by February 2022. These works are ongoing but the contract will need to be extended due to Covid-19 access issues;
- Investment required to improve water supply health and safety management within people's homes. The decommissioning of water tanks and conversion to mains water supply has commenced. There are access issues due to covid-19 restrictions.
- The need to upgrade heating systems and telecare warden call systems in the sheltered housing complexes, and;
- New energy efficiency requirements under EESSH2 as noted above

These form part of the projects that will be delivered through the HRA Capital Programme.

12. In summary key areas that the capital programme will focus on for the next ten years are:

- Investment of £43.7 million over 2021/22 to 2024/25 to complete the delivery of 310 new council houses. As agreed by the Cabinet on 5 December 2020 this is reflected in the Strategic Housing Investment Plan (SHIP) 2021-26 and supported by an anticipated £15.8 million of Scottish Government funding.
- A budget of £150k to fund house purchase opportunities which arise through, for example, the Scottish Government mortgage to rent scheme.
- Investment of £6.8 million in central heating. About a fifth of the council's housing stock has a heating system that is aged 15 years or more as at January 2021, while a substantial number of other systems are reaching the end of their lifecycle and becoming energy inefficient. The proposed budget will renew all these systems by 2030/31. This investment will enable the Council to meet the energy efficiency ratings required to meet EESSH2 targets by 2025, and onwards while also reducing fuel bills and the incidence of fuel poverty for tenants.

- Investment works, primarily house re-wiring and installation of multi room, interlinked electrical smoke detectors at a cost of £2.2 million.
- Investment of £19.2 million in external structural projects. This is primarily targeted at continuing our programme of roof and render renewal, prioritising buildings with roofs well beyond their originally envisaged 60 year lifespan. This budget will also fund external wall insulation projects. (Private owners are supported with Scottish Government Home Energy Efficiency Scheme: Area Based Scheme (HEEPS:ABS) grant).
- Investment of £15.5 million in installing new internal elements, such as kitchens, bathrooms, fans, windows and doors, and improving water management in people's homes.
- Investment of £1.5 million in sheltered housing. Investment is required over the next five years to renew heating systems in three of the complexes; upgrade the warden call system from analogue to digital system; maintain the buildings; and meet the demanding health and safety investment requirements of lifts, fire and water safety regulation, all of which makes this form of accommodation expensive to operate.
- Investment in a new Housing Management IT System. The new system will allow Housing Services to reduce paper processes, deliver online services and be more efficient and customer focused. The implementation of the system is ongoing.

13. The capital programme for existing stock is mainly financed through borrowing and recharges to owner occupiers. As the right to buy has now ended there will be no receipt from house sales for re-investment in existing stock, although for future years an allowance has been made for receipts from the sale of land. Recharges to owner occupiers have been estimated to allow the Council's borrowing requirements to be calculated. If these recharges are lower than estimated the overall expenditure will be reduced to maintain borrowing at the approved level. Conversely if recharges to owners are greater than estimated then the overall expenditure may be increased assuming no change to borrowing requirements.

14. In November 2016 approval was given to commence an ambitious new build programme of an initial 120 new homes and this target was extended in January 2018 to 240 new homes. To date, 45 homes have been built and 14 homes have been purchased on the open market. The 10 year capital programme includes proposals for another 310 units, 116 of which are already under-construction. The capital programme seeks to extend the 240 unit target to 370 units.

15. The 30 year housing business plan is updated annually. The most recent independent financial appraisal carried out confirms that Housing Services are in a position to support the required level of annual expenditure required to continue to meet the capital programme detailed in this report thereby ensuring no dwellings fail the SHQS. This is based upon a number of assumptions in relation to rent increases and the disposal of specific land assets. These assumptions will continue to be monitored on an annual basis.

16. The new build programme has made use of commuted sums and Council Tax from second homes to assist the programme. This income has been set at £10k per unit for the first 120 units and £5k per unit for the remaining programme. However, an element of flexibility is in place to increase this funding to support significant infrastructure costs and excessive abnormal costs.

17. It is essential that the Council ensures that capital expenditure achieves value for money, is appropriately targeted and is customer focused.

18. In conjunction with colleagues in Procurement and Property & Technical Services a robust approach is taken in relation to the procurement and management of external

contractors in order to achieve these aims. Regular meetings are held with contractors to ensure that quality is maintained and that any problems are addressed as soon as they occur.

FINANCE AND EFFICIENCY

19. Prudent management and adoption of the recommended rent increase of 1% p.a. for the next year will ensure the proposed expenditure for 2021/22 and future years is affordable.

20. The expenditure levels for years 2022/23 and onwards are provisional and will be reviewed in line with a review of the Housing Asset Management Plan.

CONSULTATION

21. The majority of the content of the capital programme is determined by the need to continue to meet the SHQS and to plan for achieving EESSH targets. The scope for its content to be determined through consultation is therefore limited. Residents and Tenants Organisations (RTO) are periodically consulted in the preparation of the Housing Asset Management Plan review but the impact of COVID 19 has restricted the level of consultation possible this year. The restrictions levels imposed by the government has also impacted on carrying out major internal works. However, a survey was carried out with tenants to consider their view on progressing with planned investments when restriction level ease. There was a positive response from the survey result. They indicated that they would welcome improvements in their homes.

22. Housing Services monitor resident satisfaction with capital programme projects and where appropriate (e.g. where satisfaction levels show some areas of concern) will hold focus groups with residents to consider improvements as to how the programme is delivered.

PARTNERSHIP WORKING

23. In order to ensure the capital programme is efficient and delivers value for money, a partnership approach is in place with colleagues from Procurement and Property & Technical Services.

IMPLICATIONS OF THE PROPOSALS

24. This report does not have any implications in terms of staffing, legal or equalities.

25. The proposed projects will impact on energy efficiency through EESSH2 target and other elements of the SHQS to make sure that more tenants live in warmer, safer and drier homes.

CONCLUSIONS

26. The levels of investment contained within the programme are essential to allow the Council to continue to meet the SHQS, to meet the future requirements of EESSH2, and to provide homes that meet the needs and aspirations of our tenants and prospective tenants. The continued investment is affordable and will be welcomed by Council tenants who will see the quality of their homes continue to be improved. However, resources are tight and prudent financial management is required.

RECOMMENDATION

27. It is recommended that the Council approves the proposed Housing Capital Programme for the years from 202/221 to 2030/31 and authorises the Director of Environment to progress the projects listed within 2021/22

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
0288 (Convener for Housing and Maintenance Services)
3107/8

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February 2021

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HRA 10 Year Capital Programme

HRA Capital Programme - Existing Stock	2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	2030/31 (£000)	Total
Central Heating Systems	601	900	900	878	615	396	529	698	497	846	6,860
Re-wiring and Other Electricals (including smoke detectors)	250	250	250	200	200	200	282	147	261	200	2,240
External Structural Works (Roof & Render, Damp Proof Courses, Structural Failures)	1,769	1,972	2,019	1,797	1,773	1,856	1,403	1,366	1,288	4,012	19,255
Estate Works (Paths, Walls, Lighting, Bin Stores, Drying Areas etc	172	100	160	100	0	0	0	0	0	0	532
Energy Efficiency Standard for Social Housing (ESSH)	450	300	300	300	0						1,350
Aids and Adaptations	384	200	200	200	200	200	200	200	200	200	2,184
Internal Element Renewals	1,776	940	940	1,094	2,662	1,084	1,144	1,119	1,463	3,283	15,505
Door Entry Systems	79	20	20	20	15			5	17	82	258
Sheltered Housing	1,395	125	25	0							1,545
Retentions	10	10	10	0							30
IT Systems	71	0	0	0							71
Sub-Total - HRA Capital Programme for Existing Stock	6,957	4,817	4,824	4,589	5,465	3,736	3,558	3,535	3,726	8,623	49,830
HRA Capital Programme for New Stock											
Compulsory Purchase Orders/Mortgage to Rent	50	50	50								150
New Build - Development Cost	11,492	22,446	9,583	234							43,755
Sub-Total - HRA Capital Programme for New Stock	11,542	22,496	9,633	234	0	0	0	0	0	0	43,905
Total HRA Capital Programme	18,499	27,313	14,457	4,823	5,465	3,736	3,558	3,535	3,726	8,623	93,735

66**Resources:-**

Borrowing	10,952	18,382	11,863	4,083	4,725	2,996	2,818	2,795	2,986	8,383	69,983
Receipts From Sale of Land - Barrhead South		500	500	500	500	500	500	500	500		4,000
ROTS Grant	25	25	25								75
Capital New Build - Government Grant	6,487	7,526	1,829								15,842
Capital New Build - Commuted Sums/Council Tax Discount	795	640	0								1,435
Heeps Funds	140	140	140	140	140	140	140	140	140	140	1,400
Recharges to Owner Occupier	100	100	100	100	100	100	100	100	100	100	1,000
Total Resources	7,547	8,931	2,594	740	740	740	740	740	740	240	23,752

EAST RENFREWSHIRE COUNCIL25 February 2021Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE TRUST 2021/22 BUSINESS PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council Approval for the East Renfrewshire Culture and Leisure Trust (ERCL) 2021/22 Business Plan.

RECOMMENDATION

2. That the Council approves the proposed Business Plan for 2021/22, subject to confirmation of the budget by the Council.

BACKGROUND

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

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

4. A business planning process was outlined in the Services Agreement between the Trust and the Council that vested the Trust with the assets to deliver culture and leisure services on behalf of the Council. This agreement determined that:
 - An annual business plan is to be presented to the Council;
 - The plan is to identify the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its contractual obligations to East Renfrewshire Council;
 - In relation to the facilities occupied by the Company under licence from the Council, the plan identify any provision required by the Council under its capital programme, or through Council revenue budgets to meet planned or remedial maintenance requirements in any of these facilities; and,
 - The plan detail a list of any new items of equipment that were required to deliver the contracted services in the forthcoming financial year, together with a budgeted cost for the same to be procured by the Council and/or remain the property of the Council, in accordance with charity law.
5. The Business Plan for 2021/22 (Appendix 1) is presented to Council for approval, subject to budget confirmation.

6. The Services Agreement between the Trust and the Council set out a timeline for this process, with the business plan usually presented not less than three months before the beginning of the financial year. However, given the ongoing impact of the Covid-19 pandemic, the decision was taken to present the business plan later in the financial year. This has allowed the Trust to plan more effectively for 2021/22 and has aligned more closely the budget setting process with the development of the business plan.

REPORT

7. The Business Plan identifies:-
- the projected resources and/or expenditure of the Trust during each Financial Year in providing the Services and complying with its contractual obligations to East Renfrewshire Council (ERC);
 - in relation to the facilities occupied by the Company under licence from the Council, the Council's capital programme building spend, and the Council's property maintenance budget;
 - a list of New Moveable Assets which the Trust anticipates needs to be purchased in the forthcoming financial year, and a budgeted cost for the same;
 - The Trust's proposal for the next Annual Service Payment.
8. Through consultation with staff, board and stakeholders, the business plan was developed to plan strategically how East Renfrewshire Culture and Leisure (ERCL) would deliver quality services, whilst building its resilience and sustainability. The vision, mission and values were considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.
9. The following strategic aims have been identified:
- Create a financially sustainable business model;
 - Develop an understanding of customers and audiences and an offer that attracts them;
 - Develop a strong, diverse, resilient and committed workforce;
 - Establishing East Renfrewshire Culture and Leisure's role at the heart of Vibrant Communities; and,
 - Developing resilient, dynamic and productive partnerships that are developed and nurtured.
10. These themes all support the Trust's charitable objectives and its plans for ongoing organisational development and service improvement, and reflect a shared ambition to grow culture and leisure services in East Renfrewshire, in terms of quality, range and scope. In addition, they specifically support the Council in meeting its commitments outlined in its Community Plan and Fairer East Ren Plan.

FINANCE AND EFFICIENCY

11. The Council budget for 2021/22 is being considered as a separate item on the agenda for this meeting. Approval of the business plan will therefore be subject to the budget being confirmed.

12. The closures of the Trust facilities and services during the Covid-19 pandemic has significantly impacted their income. As a result, operating income for 2020/21 is forecast to reduce to £921k, a decrease of £3.7 million from the budget of £4.7 million. Through the use of the furlough scheme, accessing external funding and managed opening of services to minimise costs the Trust has managed to reduce the forecast loss for 2020/21 to £179k.
13. The 2021/22 business plan and budget is based on a number of key assumptions in relation to operation including:
 - timescales associated with changes in the Covid-19 protection levels that East Renfrewshire is placed in;
 - requirements for social distancing and the impact on the capacities in building and classes; and,
 - reduced demand for some services.
14. In addition, the business plan takes account of the Foundry and Carmichael Hall being used as vaccination centres and the impact that this will have on services and income. The Trust will continue to take a managed approach to the opening of services, maximise use of the furlough scheme and minimise staff costs. Based on this approach the Trust is aiming to reduce the operating deficit to £2.4 million.
15. The Council commissioned an independent finance and business review of the Trust in 2017-18 and the subsequent joint Trust / Council action plan is continuing to be implemented and overseen by the Director of Education, the Chief Accountant, the Trust's Board and its Chief Executive. ERCL will continue to self-evaluate its performance and take the necessary steps in partnership with the Council, to improve those areas identified for improvement in section 11 as part of its business planning process.
16. East Renfrewshire Culture & Leisure Trust Best Value Review was considered in June 2020 by the Audit and Scrutiny Committee. It was agreed that the Director of Education, in consultation with the Chief Executive of the East Renfrewshire Culture and Leisure Trust, would review the recommendations within the Report in light of the current Covid-19 pandemic and advise which are still valid in a report to a future meeting of the Audit and Scrutiny Committee.
17. The Business Plan and Budget will be aligned with the Service Payment to be agreed between the Trust and Council.

CONSULTATION

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

PARTNERSHIP WORKING

19. Partnership working to deliver the objectives of the plan is a key strategic aim as outlined in Section Four of the Business plan.

IMPLICATIONS OF THE PROPOSALS

20. The approval of the Business Plan and the Budget, when confirmed, together with the Management Fee will allow the Trust to establish a stable and sustainable operating model. The ultimate aim is the resumption of sports and leisure services and the reopening of buildings in line with the Scottish Government route map. There are no other staffing or sustainability implications associated with this report.
21. The Business Plan provides detail of the ongoing IT work that will take place to further improve the customer journey and digital capability. This will include an updated website, implementation of a new library management system and upgraded leisure management system to further enhance online and mobile capability and smoother booking and payment methods.

CONCLUSION

22. The sixth East Renfrewshire Culture and Leisure Trust Business Plan gives clear strategic direction that is in accordance with the Council's strategies and takes account of the ongoing impact of the Covid-19 pandemic. The Plan is supported by detailed operational plans which deliver the Council's objectives under the Community Plan, Fairer East Ren Plan and Outcome Delivery Plan. The Plan will support recovery and renewal within our communities and will guide the work of the Trust and its staff to deliver high quality services to the residents of East Renfrewshire.

RECOMMENDATION

23. That the Council approves the proposed Business Plan for 2021/22, subject to confirmation of the budget by the Council.

Report Author

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**East Renfrewshire Culture & Leisure
2021-22 Business Plan**

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1. Executive Summary

We are committed to the preparation of an annual Business Plan, created through a business planning process outlined in the Services Agreement at the Trust's establishment in July 2015. This is to be presented to the Council not less than three months before the beginning of the financial year.

This Business Plan identifies:-

- the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its' contractual obligations to East Renfrewshire Council (ERC);
- The Trust's proposal for the next Annual Service Payment

Through consultation with staff, board and stakeholders, our business plan was developed to strategically plan how East Renfrewshire Culture and Leisure (ERCL) would deliver quality services, whilst building its resilience and sustainability. The vision, mission and values were considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire. Strategic aims are set out in Section 4.0 below.

These aims support our charitable objectives and our plans for ongoing organisational development and reflect our ambition to improve and develop our services. They reflect our commitment to ongoing service improvement, a number of which are outlined in this plan. In addition, they support our principal partner East Renfrewshire Council (ERC), in meeting its commitments as outlined in the Single Outcome Agreement (SOA), and its succeeding Community Plans, and Local Outcome Improvement Plan (LOIP) Fairer East Ren.

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

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

Since our launch much has been done to improve management information. This will continue to constitute a key focus in our work over the coming year.

Earlier business plans necessarily focussed on the transition from council departments to a social enterprise model, whereby commercial activities generate profits to subsidise charitable activities. Whilst change programmes and organisational

development work will continue to modernise the services, our focus is now on our sustainability. The growth of our commercial activities, and the associated profit margins, allied to the continued close cost control will further build upon the successes of our first years' operations.

1.1 Covid-19 Impact and Recovery, and this Plan

ERCL Recovery Planning is based on a balance between taking every advantage of available funding and programmes to minimise losses (for example by continuing to furlough staff where possible); working closely with our partners and Sole Member, ERC to assist with or deliver extraordinary programmes and activities in support of communities and the response to the pandemic; and staged recommencement of sports and leisure services and reopening of buildings in line with the Government route map.

While the pandemic has drastically affected the delivery of local services including culture, sport and leisure, it has simultaneously highlighted the critical value and importance of these services to our communities. Since the pattern of the pandemic and the national and local picture and responses are unknowable, and therefore modelling too complex, this plan envisages the resumption of services with the ultimate objective of a return to optimum service delivery and trading. This in turn reflects the fact that the Trust's Mission and Vision are unchanged, and the various contractual agreements with East Renfrewshire Council have not at this point been revised.

It is nevertheless subject to the Government Guidelines, restrictions and rules associated with the Scottish Government Local Protection Levels ("Tiers"), and ERCL's consequent Recovery Plans, which serve as both context and overlay to the effective realisation of the goals outlined in this plan.

<https://www.gov.scot/publications/coronavirus-covid-19-protection-levels/>

More detailed strategic and operational consideration of the Covid-19 impact on this plan is outlined later in this document.

2. Introduction

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

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

The key purpose of the plan is to:-

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

3. The Vision for East Renfrewshire Culture and Leisure

3.1 Purpose (i.e. Charitable Objectives)

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

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

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

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

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

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

3.2 Vision

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

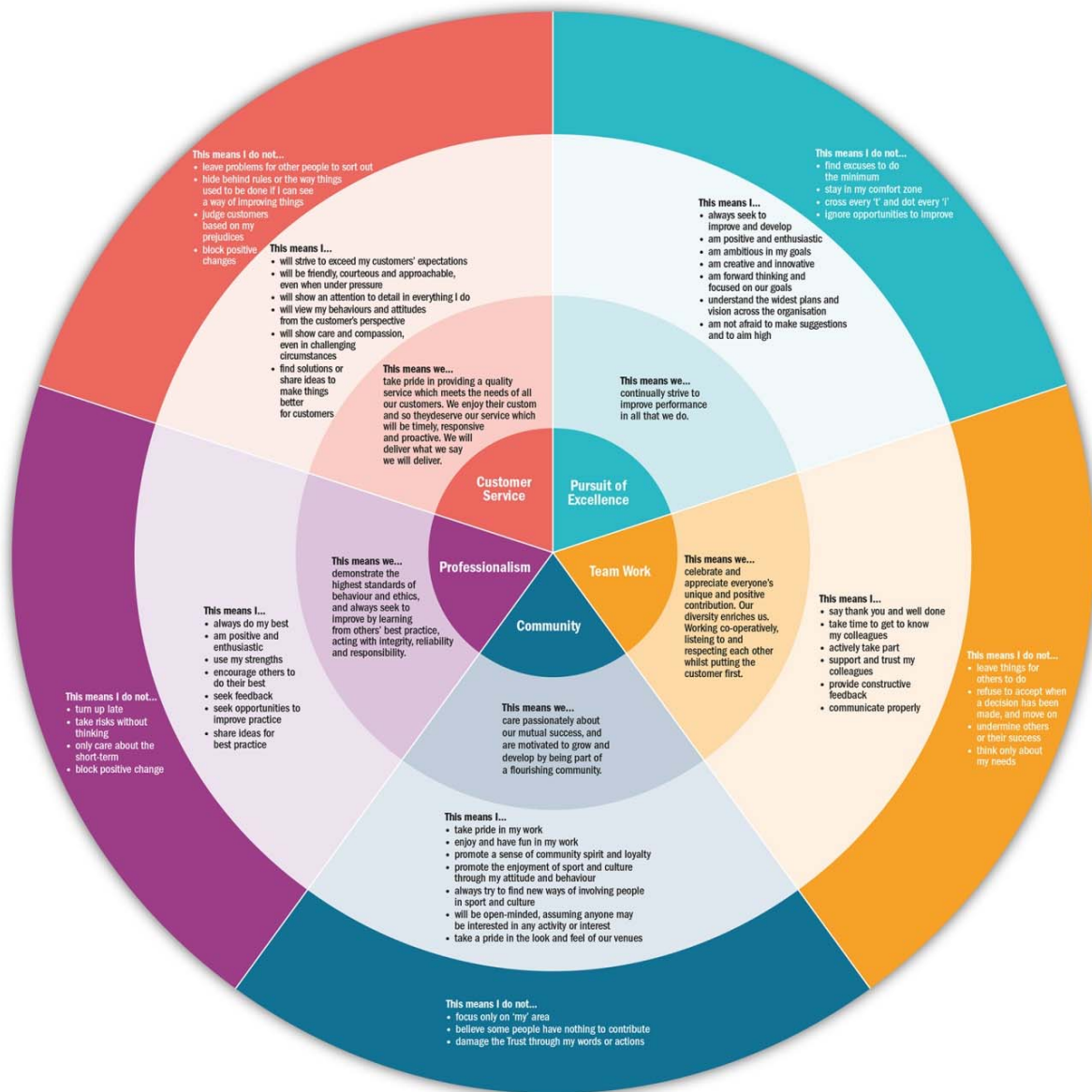
3.3 Mission

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

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

3.4 Values

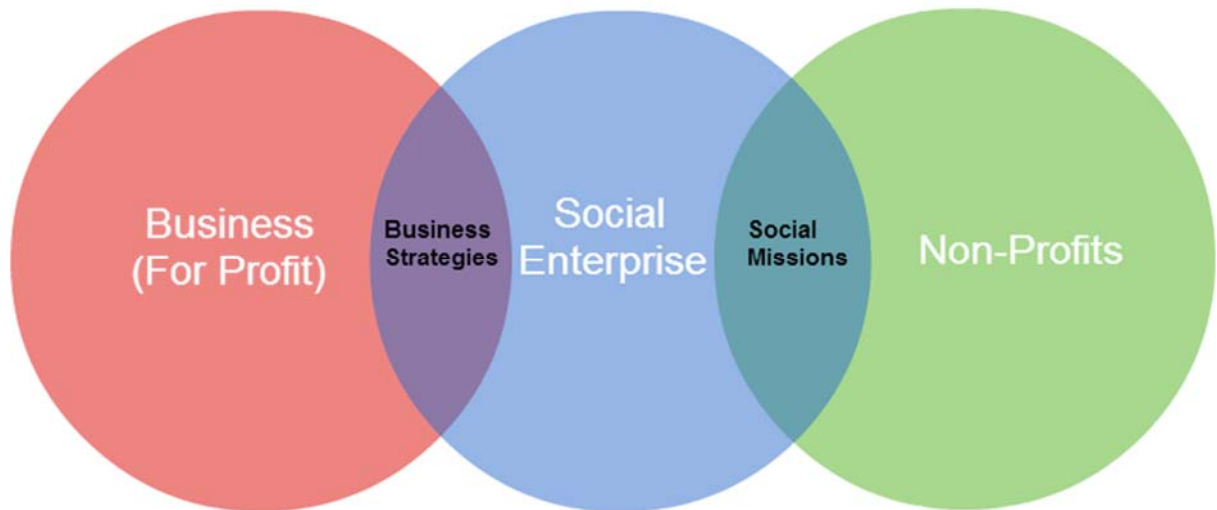
Our Values and behaviours



4.0 Strategic Context

4.1 The Social Enterprise Model

ERCL is a social enterprise. The charitable trust - a non-profit distributing independent charity governed by a board of voluntary trustees drawn from the local community with specific expertise across a range of areas – is supported by grant funding and commercial income. This commercial income is generated through a range of activities.



Charitable trusts such as ERCL occupying the middle-ground between commercial businesses and charities. Profits generated by the commercial activities such as gyms and events fund a widening range of programmes. Many of these are in partnership with national and local organisations, other charities and sports clubs, and deliver significant social and community benefit, but are not financially viable in themselves.

These include sport, leisure and cultural activities, many for specific groups such as those who are otherwise excluded for reasons as diverse as disability, long-term illness, mental health problems, drug and alcohol dependencies, deprivation, social isolation or access.

This is also reflected in our work to use commercial strategies to maximise improvements in personal and community health, and wellbeing:

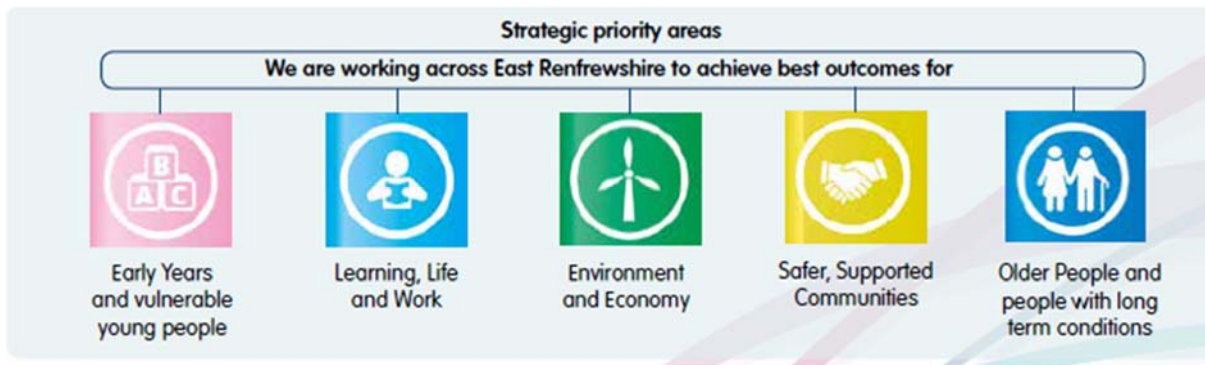
CUSTOMER	COMMERCIALISM	COMMUNITY
Avoidable Contact	Flexible Charging	Capacity Building
Channel Shift	Commercialise Services	Community Ownership
Customer Journeys	Strategic Procurement	Delegate Functions
Transactional Cost Transfer	Asset Usage	Maximise Access
Efficiencies	Fundraising	Voluntary Organisations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

The business plan aims to ensure that ERCL meets the requirements of our service agreement with ERC and can maintain the financial stability of the company. Our non-profit distributing status means that any surpluses generated are available for reinvestment in local facilities and services.

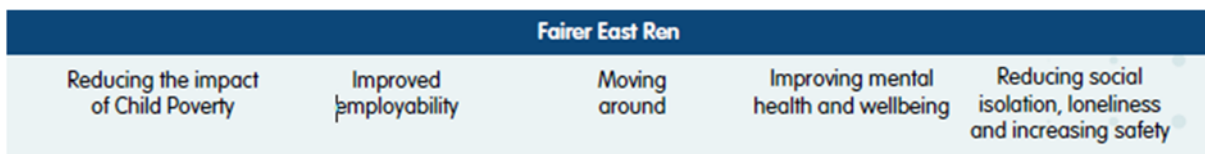
4.2 East Renfrewshire Community Plans

East Renfrewshire Community Planning Partnership (CPP) works for and with communities to ensure everyone has the best possible quality of life. ERCL is actively involved in the Community Planning Partnership and contributes to the delivery of outcomes together with partners.

The Community Plan is structured around five strategic priority areas following the key life stages of our residents, with a sharpened focus on inequalities. An obvious focus for ERCL will be the support of the intermediate outcome associated with Learning Life and Work (**2.4 Residents are as healthy and active as possible**), ERCL activities and programmes support a number of the outcomes associated with these themes:-



The role of work in adult education, libraries and information services, community facilities, holiday hunger programmes, GP referral schemes, the Vitality programme, Community Connections or MacMillan Cancer Support all delivered by ERCL, will all contribute to key measures for the areas of focus for the Fairer East Ren community plan:-



4.3 LDP2: The Local Development Plan for East Renfrewshire, 2020-2024

The First Local Development Plan for East Renfrewshire envisaged delivering growth for the authority, attracting people to live and work in the authority. A measure of success is the extent to which East Renfrewshire has established itself as one of the most desirable places to live in Scotland. The challenge now is to sustain that growth, and satisfy the needs of those people attracted to live and work in the area. The current plan (LDP1), published in 2015, aimed “to maintain and build on the areas’ qualities”.

Work on reviewing the existing Local Development Plan began in 2016, and was consulted upon in late 2019. It sets out a long-term development plan for the area until 2029. It provides the opportunity to plan and deliver the priorities and needs of those who live, work, visit or want to invest in the area.

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

“The proposed plan aims to create thriving, attractive and sustainable places and neighbourhoods that provide for the younger generation, so they can live and work in the area they grew up in, provide homes and facilities for families and individuals moving into the area and enable older people to live independently in their homes for longer.”

This will require:-

- Revision of the planned maintenance regime in facilities to achieve investment in them to be fit for purpose, (as envisaged by ERC’s new Corporate Landlord model)
- Upgrading of facilities through targeted capital planning (including the Leisure and Learning in Neilston and Eastwood Park Leisure Developments).
- Plans to develop facilities in existing communities which are not catered for
- Plans to accommodate the demand arising from planned housing developments
- Exploring opportunities to work with other partners to improve and develop public services with new and innovative delivery models
- Plans to meet existing demand which our existing facilities do not cater for

4.4 ERCL Strategic Aims

Reflecting our vision and objectives we have identified activity priorities which go beyond the life of this Business Plan. We feel it is important from the outset to be looking forward and to articulate how we intend the organisation to develop within its governance framework, operating environment and partnerships.

Our strategic aims are:

<p>Create a financially sustainable business model, balancing strong ambitions with commercial viability</p>		<p>Develop an understanding of our customers and audiences and an offer that attracts them, working in partnership with organisations across the region to remove barriers to participation</p>
	<p>Develop a strong, diverse, resilient and committed workforce, building on our commitment to growing people and ideas</p>	<p>Establishing East Renfrewshire Culture and Leisure's role at the heart of Vibrant Communities through the services we deliver, the opportunities we provide and the support we offer.</p>
<p>Developing resilient, dynamic and productive partnerships that are developed and nurtured to grow our business and maximise the impact we have in our communities.</p>		

4.5 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Location of halls, venues, libraries and theatre – with good coverage geographically within local authority for access for local communities. • Continued Improvement approach in Services, Business Support and Management • Loyal customer base with extremely positive feedback from customers – strong word of mouth and survey responses. • Wide variety of services / classes available to customers in the area • Well trained front-line staff supported by innovative and creative development officers • Business Development programme supporting Gyms, Fitness and Swimming 	<ul style="list-style-type: none"> • Resourcing is very lean, with limited ability to support development – commercial, improvement or community • Condition of the estate and limitations on improving it • Ideal Staffing model, contracts and terms and conditions and operating hours do not align with customer demands • Constraints on changing cost-base, given high proportion of staff costs-to -turnover, and limited discretionary non-pay budgets • Inability to respond quickly to evolving markets. • Car Parking at key sites • ICT infrastructure, systems and support, especially in relation to customer-facing ICT, not fit for purpose
Opportunities	Threats
<ul style="list-style-type: none"> • Aligning services to government objectives • Heightened public valuing of culture and leisure services following their forced withdrawal during the pandemic • Review business/staffing model to meet customer demands • Increased marketing, sales and promotion • Access to external funding to help support recovery, growth, redesign or improvement. • Potential new Eastwood facility and joint campus in Neilston • LDP2 and growth of population • Demand analysis work has identified opportunities to increase capacity in services and staff-time. • Transform customer journey investment. • Upgrade facilities through targeted refurbishment • Transform operational platform to drive customer shift to digital channel 	<ul style="list-style-type: none"> • 48% of income is Earned Income and at risk. • Continued pressure on public finances • Limitations on capacity and customer through-put following pandemic • Balancing Charitable and Commercial objectives. • Tutor / casual roles / employment status • Difficulties recruiting staff across a number of services • Growing competition in key commercial areas • Impact of political decisions, legislation or policy changes • Unplanned closures, and the need to re-build customer engagement • Asset Transfer

4.6 PESTLE Analysis

Political	<ul style="list-style-type: none"> • Local, regional and national impact • Scheduled local elections • Scottish Govt • UK wide issues • Global Pandemic consequences for public services and buildings
Economic	<ul style="list-style-type: none"> • Declining local-authority budgets further exacerbated by ring-fencing, meaning non-protected services such as cultural and leisure services bear brunt of budget pressures • fiscal receipts in Scotland below the UK level, and further risks in regarding Brexit; and increased demand on all public services. • Accounts Commission report from 2018 estimated local authorities could be spending 80% of their budgets on education and social work by 2025/6 • Gig economy/temp/casual contracts
Social	<ul style="list-style-type: none"> • Population growth rate/age • Shifts in working patterns, and growth of home-working • Attitudes to careers • Cultural barriers • Wellness
Technology	<ul style="list-style-type: none"> • Existing – MRM / Spektrix / operating platforms • New technologies/potential/options • Increased reliance on agile-working capabilities
Legal	<ul style="list-style-type: none"> • Legislation likely to impact ERCL – Employment Law – tutors/employment status • H&S • Industry Regs • Future Legislation
Environmental	<ul style="list-style-type: none"> • Weather climate/impact on our buildings – aircon/heating/green • Refuse collection and recycling • Drive to reduce or eliminate single-use plastics • NET ZERO Target by 2040

4.7 Horizon Scanning

4.7.1 Capital Investment

We will continue to work with our Council colleagues around capital planning, and ERCL plans are aligned to the Council's Capital Investment Strategy. ERCL is represented on the Council Corporate Asset Management Group, where proposals for investment in assets (fixed and moveable) are considered. These include plans for the future of Eastwood Park Leisure Centre, and the longer-term vision for Neilston. We will continue to work with the Council around the maintenance of our facilities to reduce disruption caused by upgrades, maintenance or unplanned closures which continue to pose significant challenges to ourselves and our customers.

4.7.2 The Customer Journey and Digital Capability

Enforced closure provided the opportunity to accelerate the development of digital platforms such as the launch of the ERCL App which enables a smoother customer journey and an opportunity for improved customer communication. Work will be ongoing in 2021 with an updated website, implementation of a new library management system and upgraded leisure management system to further increase online and mobile capability and smoother booking and payment methods.

4.7.3 Increased Competition

Increased competition in the local sports and leisure market will continue to exert pressure on our income, and shifts in customer behaviour in response to the closure of facilities in 2020 further complicate this. Half of our budget is earned and over 75% of that is through sports. Recent developments in gyms, fitness and swimming will continue to pose a risk to that. We will seek to address this through addressing some of the maintenance and quality issues with venues; through continued improvements in customer care and quality assurance; and through ongoing business development work.

4.7.4 Grant Funding

The pandemic has had a catastrophic impact on our trading activities in 2020, and this will continue in 2021 and potentially beyond. Whilst additional funding and support from Government, primarily in the form of the coronavirus Job Retention Scheme has mitigated some of this impact in 2020, it is envisaged this support will cease well in advance of a full return of customers and associated commercial income streams. Therefore anticipated losses for 2021-22 are forecast to be in excess of those in 2020, and are only exacerbated by delays in resuming full operations in the latter part of 2020-21, and early 2021-22.

The Trust is reliant on the support of its Sole Member ERC to meet these shortfalls, while at the same time ERC itself is experiencing serious financial pressures as a result of Covid-19. It is likely that this position will be exacerbated by continued financial pressure on our Council partner generally, which together with economic uncertainty mean ERCL's funding including the Management Fee will be under further pressure in 2021-22. Options for mitigating a forecast loss of c. £3M for 2021-22 are being considered, in the context of significant budget shortfall on the part of ERC. This will be very difficult to meet from either reserves or non-pay efficiencies, and therefore plans including the withdrawal of services from some sites; suspension or cessation of some programmes; organisational restructure; and a review of the operating model all need to be explored. These will all be highly sensitive.

4.7.5 Core Systems

The procurement and implementation of new Core Systems (HR, Finance, Payroll) by the Council will continue to have an impact on the Trust as well as Council departments, with the forthcoming period involving HR and payroll particularly. This work will improve management systems, support for staff and management information and reporting to stakeholders. Both finance / procurement and HR / Payroll

system implementations have taken place, with the core systems programme now looking at the next phases of development to build out functionality,

4.7.6 Tackling Inequality

ERCLs Head of Community and Arts is working closely with ERC as part of the Equality Officers Working Group to ensure that legislative requirements are met and that support is given to the mainstreaming of equalities and human rights in our daily business.

The working group are currently engaged in the preparation for submission in April 2021 of the Equality and Human Rights Mainstreaming Report which includes the following activities:

- a) Progress to achieve equality outcomes set in 2017
- b) Progress towards making the general equality duty integral to how we exercise our functions(including procurement and employment)
- c) Developing new equality outcomes for 2021-25

The working group are further focused on the revised approach to equality and human rights training and promoting the uptake of the compulsory element for staff and elected members (and we would look to extend this to the Board in the coming year). This sits alongside work to develop and implement the new Integrated Impact Assessment for all services.

We will continue to work with Community Planning Partners on the development and implementation of East Renfrewshire's community plans. Tackling inequality and improving life chances for local people are at the heart of community planning partner's priorities and reflected in the Community Plan, the Local Outcome Improvement Plan Fairer East Ren, and a number of initiatives and programmes which ERCL will continue to deliver, or develop. These include Corporate Parenting, and the *For Your Entertainment* programme, support for those affected by Universal Credit, support for Veterans in the form of the *Health for Heroes* programme, support for people with chronic conditions (Vitality, GP Referral, MacMillan Cancer Support, Dementia Awareness), an expanded Holiday Hunger Programme, and a number of programmes in both arts and sports designed for people who are otherwise excluded from mainstream participation. We will also work in partnership with ERC and others to address any impact Covid may have had in widening inequalities, exacerbating issues, or creating new challenges for communities. These include supporting programmes in partnership with both ERC Education and Health and Social Work (such as emergency childcare for vulnerable children or key-workers' children, enrichment programmes and targeted activities).

4.7.7 Inclusivity & Diversity

As an employer we will revisit our People Strategy to promote initiatives which support diversity of our staff, and as a provider of public services work with the community to ensure our programming is inclusive, with a focus on widening participation. .

5. 2019-20 Performance

The Trust was launched in July 2015. Since inception, the Trust has continued to develop its services and operating processes to ensure effective and efficient delivery of services to the local community, supporting its charitable objectives, whilst improving its commercial focus.

Prior to the total cessation of paid-for services due to Covid-19, the Trust experienced its strongest financial performance to date, ending 2019/20 with a surplus of £723k. Indeed the March closures abruptly curtailed some outstanding performance in a number of key areas, as services continued to deliver development strategies and modernisation plans, some of which began to be fully-realised in the year.

The delivery of operational performance to date has been supported through the implementation and embedding of a number of key operational projects, including:-

Gyms and Fitness

A successful marketing and sales campaign increasing the gym membership to its highest level in five years.

In 2019, ERCL became the first Trust in Scotland to provide a free and all-inclusive gym membership for armed services veterans through a dedicated health and wellbeing programme – Health for Heroes - providing free gym membership to veterans and a family member

Swimming

A continued modernisation programme, implementing the new learn to swim framework and direct debit payments, together with a Lead Teacher model to improve customer feedback and engagement. The success of these initiatives was reflected in Swimming Development significantly exceeding its performance targets.

Community & Arts

Performing Arts continued the implementation of the Theatre Development Strategy, with the launch of live-streaming at Eastwood Theatre, featuring live and recorded broadcasts of performances by the National Theatre, Sadler's Well's Ballet, the Old Vic and others. Consequently Eastwood Theatre had an exceptional year, with audiences up 70% on the previous year, due to a very successful professional programme curated by our Arts Team, which included a number of sell out shows.

Library & Information Services

In 2019 the successful launch of the first Open Plus library in Scotland took place at Clarkston library. Through additional grant funding the library service developed a successful Virtual Reality programme delivered in partnership with other local organisations. Investment in a new digital magazine platform has seen access to newspapers and magazines increase enormously with over 7,000 titles available to access for free.

The ERCL Public Library Strategy 2019 – 2022 was approved by council in Nov 2019.

Two **Cancer Information and Support Service (CISS)** points, funded by Macmillan Cancer Care launched at Clarkston Library and Barrhead Foundry.

Venues and Operations

In 2019 our gyms extended their opening hours following customer consultation, with an earlier 6am opening time. This complemented the refurbishment of the gym and fitness studio at Barrhead Foundry, and the refresh of gym equipment at other sites.

Change Management

Our ambitious **Digital Transformation** project continued, focussing on refreshing our existing business programmes and systems, including the development of a new App.

HR and Organisational Development

To begin to take forward the People Strategy and inform our thinking, the Trust launched its first annual Staff Engagement Survey with a final response rate of 61%, and an overall engagement score of 78%.

In response to the global Covid-19 pandemic, and government advice regarding attendance at public leisure and culture facilities, ERCL closed all of its buildings to the public and suspended its programmes on 18th March. Customer payments were suspended and/or refunded from that point, and the only culture and leisure services that continued were those delivered online, free of charge.

east renfrewshire
**CULTURE
and
LEISURE**

2019-20 v 2018-19

**£723k OPERATING
SURPLUS**

at Year End 2019-20
UP 93% on 2018-19



**GYM &
FITNESS
MEMBERS**

UP 8.6%
2019-20 v 2018-19



**VISITS TO LEISURE
CENTRES**

Down 9.3%
against target
(attendance impacted by unplanned pool closure at
Eastwood Park and COVID)

**COMMUNITY
SPORTS**



UP 4%
2019-20 v 2018-19

PUBLIC SWIMMING UP 4.7%
2019-20 v 2018-19



**SWIMMING LESSON
CUSTOMERS**
UP 15%
2019-20 v 2018-19

**PROFESSIONAL
THEATRE
PROGRAMME
AUDIENCES**



UP 49%
2019-20 v 2018-19
144 PERFORMANCES
in 2019-20
v 108 in 2018-19



**VISITORS TO
HALLS & SCHOOLS**

(out of hours)
Down 3.4%
2019-20 v 2018-19
(attendance impacted by
COVID restrictions)

LIBRARY VISITS
875,237

DOWN 25% 2019-20 v 2018-19
(attendance impacted by COVID)

502,865 **372,372**
PHYSICAL VISITS VIRTUAL VISITS



1998 participants
**SUMMER
READING
CHALLENGE**

UP 17%
on 2018-19

Launched **OPEN
MORE** at Clarkston
Library



5.1 Operational Performance to Date

5.1.1 Covid Response

Our **Active Schools** Coordinators operated throughout the pandemic supporting school hubs by providing outdoor sport and physical activity opportunities; and supporting our primary schools in the delivery of outdoor sports activities making sure that children have regular opportunities to participate and supporting teacher training through producing online resources.

Key Worker and Vulnerable Children support was provided by ERCL who operated emergency childcare centres in East Renfrewshire during lockdown. Arts, Sports, Libraries and Venues staff worked alongside colleagues from the Council to operate centres in Barrhead High School, Williamwood High School, Carlibar Primary School and Eastwood High School to support hundreds of children and their families.

Summer Reading Challenge took place during lockdown, despite the vast majority of staff being furloughed. Given many other authorities did not furlough library staff, the result - 4th best in Scotland in terms of number of registered participants, 5th best in terms of number of completions Scotland was exceptional.

Online **Classes in Arts, Libraries and Sports and Fitness** took the place of venues operations, and continued during the limited recovery period from July-November. During the period, fitness classes were operating at 90% capacity (indoor, when restrictions permitted) and 80% capacity for outdoor.

The Trust operated selected community halls to support the provision of **Civil Contingency** facilities such as the Humanitarian Food Hub in response to the pandemic. Community Vaccination Centres in Barrhead Foundry and Eastwood Park Lesiure Centre / Carmichael Hall opened in February.

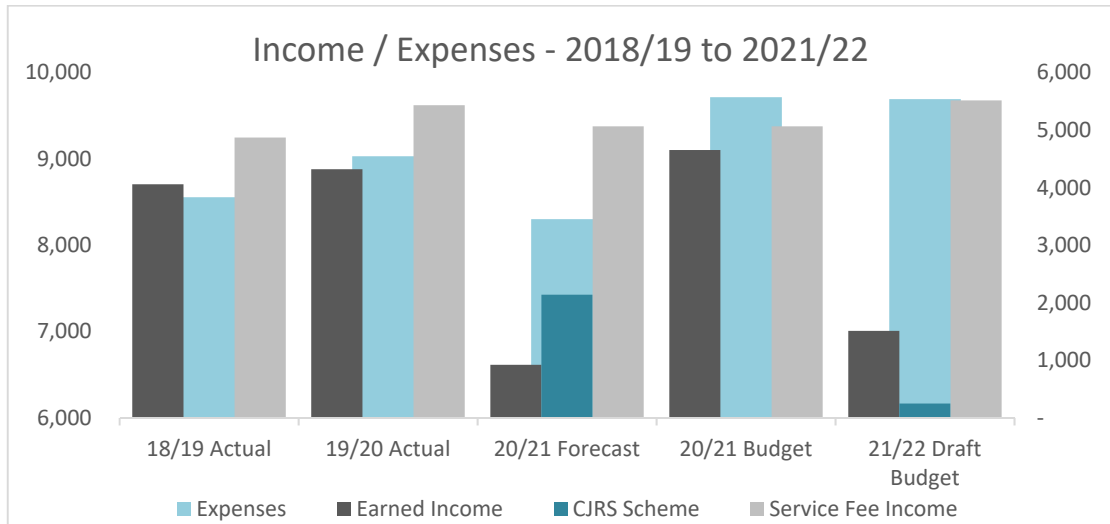
Library Services were delivered through a blend of access to online resources, Click & Collect services and limited browsing and PC use where possible.

During this time, ERCL have taken the opportunity to seek funding through the HMRC Coronavirus Job Retention Scheme (CJRS), with initially around 90% of staff furloughed during full lockdown.

5.2 Financial Performance

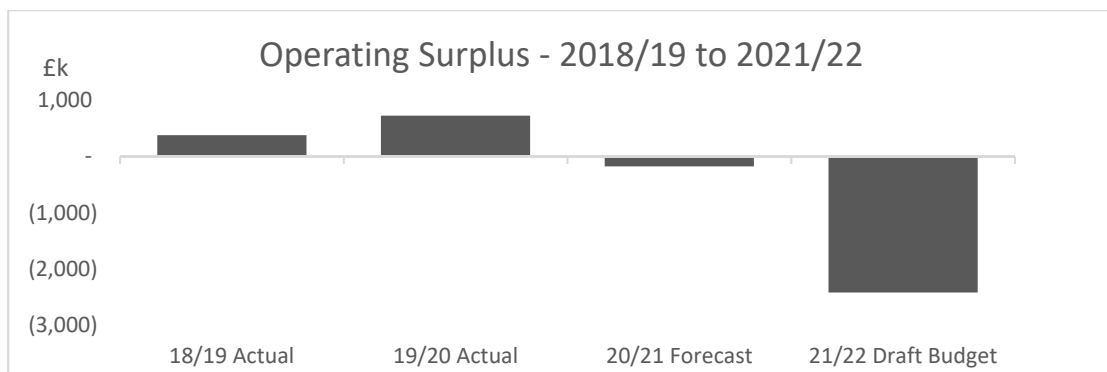
5.2.1 Commercial Income

A significant focus of the Trust has been to move to a more commercial basis. The following chart demonstrates the shift to deliver an increase in Earned Income, primarily through Sports and Swimming.



The 2021/22 Budget figures included in the above chart are subject to Board approval, with the service fee awaiting confirmation from ERC.

The following chart demonstrates the shift in operating results across the same timeframe, highlighting the significant impact Covid19 has had on the financials of the Trust.



5.2.2 *Supporting Commercial Activities:*

To date, there have been a number of activities which have been undertaken to support the delivery of a more commercial approach to operating. This has also involved developing new processes and support and training for staff to help them engage and shape the new culture.

- Increase governance implemented to review and challenge new products / services to ensure best value / return.
- Reprice of gym product which re-positioned it in the market, supported by a successful marketing campaign
- Development and implementation of online booking and payment functionality in addition to a Mobile App, streamlining the customer journey
- Expanded Marketing Team and programme
- Development of a Theatre Tech School to support theatre operations and develop sector capacity
- Improvement on the online offer, utilising external funding to develop programmes and products
- Review of VAT treatment for certain services, ensuring application of exemptions where possible

5.3 People Development

- Work undertaken to deliver the People Strategy is included in section 7.
- Our first Annual Staff Engagement Survey delivered with People Insight was undertaken.
- Mental Health Awareness and Mental Health First Aid training has begun across the organisation. As part of our Mental Health programme, virtual coffee-mornings / get-togethers have begun for all staff.
- In addition training has been undertaken in Child and Vulnerable Adult Protection, Health and Safety, Leisure system database management and operational systems and processes.
- Staff returning from furlough received a comprehensive induction, which provided training on guidelines and new procedures in relation to the change in operations as a result of Covid19.
- The Trust is engaged with the West College of Scotland to enable our people to access an extensive range of developmental courses including training on project management, and the Lean Six Sigma programme.

6. Market Position

6.1 East Renfrewshire as a Market

The population of East Renfrewshire is 94,760. The number of people living in East Renfrewshire is projected to increase by 7.6% by the year 2025.

Household composition and age profile are key considerations in understanding our customer base. The age profile is:

- 19.7% aged 65 and over
- 60.2% aged 16 – 64
- 20.1% aged 15 and under

Over the next 25 years the proportion of children and young people and over 65s will increase as overall the population is projected to rise from around 95,000 at present to circa 110,000 by 2040.

The household composition is:

- Single person households – 30% (over 65yrs -14.6%, under 65 – 15.6%)
- Households with 1 or more dependent children – 31%
- Households with 2 adults (no dependent children) - 29%
- Households with 3+ adults – 10%

Within the Trust it is widely recognised that across our area we serve two relatively distinctive communities with differing demographic profiles.

- Eastwood .(population 75%), which encompasses Busby, Clarkston, Crookfur, Eaglesham, Giffnock and Newton Mearns, is a relatively affluent area comprised predominantly of owner occupied households with young families or households of older residents (65+ plus) living as couples or alone.
- Barrhead/Neilston (population 25%) is an area with pockets of significant social and economic deprivation and a wider spectrum of household types including: young families; older adults; and younger adults with no dependent children. We intend to develop a more detailed analysis of East Renfrewshire’s demography to estimate more accurately the potential uptake and demand for existing services. This will also provide us with a greater insight into the potential market for new service and the relative attractiveness of different customer groupings in particular areas.

Based on this broad review of household demographics we can identify four key customer groups or segments that comprise much of the market for our services.

<p>1 Parents of young children</p>	<p>3 Older (60+) Adults</p>
<p>2 Children in young families (<16)</p>	<p>4 Young adults (16-25)</p>

The largest customer group is comprised of categories 1 and 2 as families with young children which constitute over 40% of the population tend to operate as a single, though not necessarily harmonious, socio-economic unit with parents having the major influence on how much time and money is allocated to culture, leisure and physical activity and the form that activity will take. While we offer a large range of services and activities for young children we need to market, promote and sell these to the parents.

The next largest group is older people who make up a further 20% of residents. While many are club members or regular casual users of our gyms, swimming pools, community facilities, arts classes and visitors to Eastwood Theatre, others with chronic health and mobility issues are beneficiaries of our Live Active and Vitality exercise and movement classes.

The young adult group is the smallest group although it remains very important. Encouraging young people to remain physically and mentally active once they have left childhood and school will be important to addressing the long-term health challenges facing society. At any given time this grouping is likely to account for under 10% of our potential market.

6.2 Timing and Alignment with Core Target Demographics

Understanding our customers requires us to appreciate the way different types of household function as family or single units. For example, young families are largely dominated by two considerations, parental employment and child education. Trust services and programmes such as Active Schools, Learn to Swim, Community Sports and Library activities for younger children are planned to take account of school term, school holiday and school week cycles as parents (or carers) are already working and living with the school timetable'.

For the other major household type, older adults, there will be greater variation in how they organise their lives. Service planning and the development, pricing and scheduling of activities for older adults requires careful assessment of the potential uptake among different customer groups. This requires a flexible approach that will allow us to test new offerings and identify those that appeal.

6.3 Customer Journey

Improvements to the customer journey have been made in 2020-21 including the launch of a new ER Leisure mobile app which allows customers to easily book and pay for gym, fitness classes and swimming sessions.

The library management system will migrate to a new platform in the summer of 2021. This will bring significant improvements for customers. The existing Library App will continue to function as will the existing self-service kiosk hardware, and the Open Plus system.

The next phase in our online customer journey development is to replace our current website with a site that improves the customer experience and increases our online commercial opportunities.

Our new website will:

- Improve the customer experience - customers will easily find products & services, make online bookings and buy products
- Have a commercial focus – with a focus on key income drivers for marketing campaigns and lead generation.
- Improve promotion of products and services and cross promotion
- Be designed for all devices (mobile, tablet and desktop)

7. People

Lockdown and the impact of Covid-19 has inevitably interrupted our ability to deliver aspects of our People Strategy, but as staff return from furlough we will be revisiting this with a view to revitalising it to support our journey to recovery and our new operating realities.

Aims of our People Strategy

Our People Strategy sets out eight inter-related strategic aims, which will support the delivery of our overall strategic priorities and will further embed our values and behaviours.



Our Aims - we will:

1	Attract and recruit the best staff
2	Develop and support our staff to fulfil their potential and meet their career aspirations
3	Retain and reward our staff through recognising their contribution in the delivery of the charity's priorities
4	Mobilise our staff to become advocates for our values, and services and agents of change

Our Outcomes – we will:

5	Promote and secure excellent leadership and management at all levels, by empowering staff and embedding everyday leadership to secure the highest returns from our creativity and commitment
6	Create and maintain a progressive, collaborative and healthy working Environment
7	Establish a sustainable and stable planning and delivery model
8	Deliver measurable community impact and demonstrable social change

Strategic Aims & Outcomes	Strategic Objectives	Key Measures of Success and Impact	Key Risks
<p>Attract</p> <p>Recruit the best staff to drive the success of the organisation</p>	<p>We will:</p> <p>Develop our reputation to enhance our standing</p> <p>Through our business planning processes identify the areas in which we want to excel, identifying the roles we need, and the campaigns to recruit to them</p> <p>Develop our recruitment processes to ensure they are flexible and our partnerships and development pathways to enable us to recruit the best talent</p> <p>Attract and maintain a diverse workforce with the relevant skills, experience and backgrounds</p>	<ul style="list-style-type: none"> • Vast majority of our posts filled first time around with the right calibre of staff • Increased diversity of applicants 	<ul style="list-style-type: none"> • Insufficient staff with the right skills and experience to deliver our objectives • Regulatory non-compliance • Financial constraints reduce the ability to create or fill posts, or to compete with the market
<p>Develop</p> <p><i>Build on our commitment to growing people and ideas</i></p>	<p>We will:</p> <p>Design, develop and commission relevant development programmes which meet the needs of our staff in driving the organisations' development and improvement</p> <p>Identify and share learning and best practice internally</p> <p>Ensure all staff at all levels are supported and developed through our appraisal process, with clear targets and expectations, and excellent support</p> <p>Develop a culture of continuous improvement and a clear understanding of service</p>	<ul style="list-style-type: none"> • Staff have a meaningful annual performance and review appraisal • Number of staff achieving in-work qualifications • Staff take part in mentoring, coaching or development programmes • Increased number of staff mentoring and supporting internal colleagues 	
<p>Retain</p> <p><i>Create an environment where staff can grow and succeed, and where they can see and feel a connection between their own performance and the success of the organisation</i></p>	<p>We will:</p> <p>Develop our approach to reward and recognition, ensuring it is fair and recognises excellence and celebrates success in the most inspiring ways</p> <p>Ensure our staffing structures and model meet the needs of our business and our customers' expectations</p> <p>Provide at-work programmes and opportunities in sport, arts and culture which both enrich the working lives of our staff and develop the passion and enthusiasm of our staff for our organisation and the work it does</p> <p>Identify, recognise, grow and develop our internal talent</p>	<ul style="list-style-type: none"> • Increased number of staff recognised and promoted internally • ERCL is recognised as a desirable place to work • Staff turnover rates • Take-up of at-work activities and the popularity of social events 	<ul style="list-style-type: none"> • Cycle of expectations, development, resources and recognition is not closed leading to disengagement
<p>Mobilise</p> <p><i>Help each employee to exemplify our belief in the value and benefits of sports, arts and culture</i></p>	<p>We will:</p> <p>Develop a programme which provides volunteering opportunities for staff</p> <p>Provide at-work programmes and opportunities in sport, arts and culture which both enrich the working lives of our staff and develop the passion and enthusiasm of our staff for our organisation and the work it does</p>	<ul style="list-style-type: none"> • Staff volunteer hours (external) • High degree of satisfaction and motivation reported through staff engagement survey 	

<p>Excellent Management and Leadership</p> <p><i>Establish and grow everyday-leadership to support staff, customers, partners and consequently the organisation in achieving their goals.</i></p>	<p>We will:</p> <p>Ensure that all leaders and managers are aware of their responsibilities and have the capacity to fulfil them</p> <p>Collaborate and learn from peers in the sector and beyond to build best practice</p> <p>Develop managers as leaders in their disciplines</p> <p>Provide induction programmes which set the benchmark for our development programmes</p> <p>Work in partnership with our trade unions to develop our approach to staff engagement, communication and collaboration</p> <p>Ensure that leaders communicate and exemplify our values</p>	<ul style="list-style-type: none"> • Excellent leadership is recognised internally (staff survey) and externally (awards) • The charity is recognised as an excellent place to work (staff survey and exit surveys) • Number and quality of internal applications and appointments for leadership roles • Overall staff engagement surveys scores and feedback 	<ul style="list-style-type: none"> • Ineffective leadership or management skills lead to high turnover of high quality staff, or to staff working less effectively and not achieving objectives
<p>Progressive, Collaborative and Healthy Environment</p> <p>Create a progressive, collaborative, healthy and enjoyable working environment which is conducive to and beneficial to both the staff and student experience and beyond.</p>	<p>We will:</p> <p>Maintain our staff engagement surveys and listen to staff</p> <p>Actively support health and wellbeing through Healthy Working Lives, and at-work programmes.</p> <p>Maintain effective internal communications</p> <p>Enable leaders to pro-actively assess staff wellbeing, health and safety within their teams and provide their appropriate management information to enable them to ensure the maintenance and improvement of a healthy and environment</p> <p>Foster a culture of continuous improvement and learning</p>	<ul style="list-style-type: none"> • Overall staff engagement surveys scores and feedback • Ratings of management and leadership through staff engagement surveys 	<ul style="list-style-type: none"> • Sickness levels rise because the triggers are not identified and addressed early or properly • Accidents or H&S issues arising from lack of training and development
<p>Stability and Sustainability</p>	<p>We will:</p> <p>Plan, implement or Communicate change clearly, sensitively and thoughtfully</p> <p>Develop apprenticeships, volunteering, internship or work placement opportunities as a means of building pathways to employment with us</p>	<ul style="list-style-type: none"> • Evidence of well-managed change programmes (audits, feedback or pulse surveys) • Stress-related absence rates relative to the sector 	<ul style="list-style-type: none"> • Change is implemented poorly impacting on staff morale, engagement, absenteeism and wellbeing
<p>Community Impact</p>	<p>Undertake periodic social impact surveys to evaluate our effectiveness in line with community planning</p>		

8. Services

8.1 Current Delivery Structure

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

- Operations (Sports and Cultural Venues comprising Eastwood Park, Barrhead Foundry, Eastwood High Sports Centre and Neilston Leisure Centre, Swimming, Health & Safety)
- Sports and Physical Activity (Sports Development, Active Schools, Gyms and Fitness, Physical Activity, Health and Wellbeing Programmes)
- Libraries & Information Services, (10 Libraries; Information Services, Support to School Libraries).
- Communities and Arts (17 Community Facilities and Pavilions; evening and weekend school lets, Heritage Services, Arts Development and Performing Arts including. Eastwood Theatre).

8.2 Services Overview

8.2.1 Operations

- We operate 4 multi-function Venues, which deliver Leisure and Sport Activities, Theatre, Library and also facilitate Schools PE.
- We welcome around 1 million customers per annum across the 4 sites.
- We operate the swimming development programme with around 2400 customers per week.
- Venues are based in the larger ERC communities.
- Significant investment has been made into Barrhead Foundry and forthcoming investment in Eastwood Park and Neilston will further enhance our customer offer.

8.2.2 Sports and Physical Activity

- The Sport and Physical Activity unit consists of Community Sports, Gyms & Fitness, Active Schools and Health & Wellbeing services.
- We operate gyms in all four Sports Centres and deliver approx. 100 fitness classes each week. There is very high local competition within this sector.
- Community Sports is focused on capacity building and income generation and delivers 157 sport and physical activity classes per week with over 2,650 people participating in these activities each week. We also support 34 local sports clubs and 5 Community Sports Hubs which has a combined membership of 8,500 members.
- Active Schools is dedicated to developing and supporting the delivery of quality out of school hours sporting opportunities for children and young people in all schools (nursery, primary, secondary).
- We operate an extensive GP Referral (Live Active) and instructor led physical activity session programme to support people living with medical conditions and to prevent trips, slips and falls as part of the continuing care pathway in East Renfrewshire.

8.2.3 *Libraries & Information Services*

- With 10 libraries of varying sizes and opening hours there is a public library in almost every community within East Renfrewshire.
- We welcome over half a million physical visitors a year, and our online services see around the same again in virtual visits.
- In addition to supporting reading and literacy and other cultural activities we support the residents of East Renfrewshire through ICT learning opportunities & digital support to health & well-being information and activities, and economic support.
- Libraries are universal with services accessed by all demographics in the community but through programmes like Bookbug and school visits focus continues to fall on families, children and young people.
- The library service takes the lead role on GDPR and data protection for ERCL and provides professional support to ERC school libraries and librarians

8.2.4 *Community & Arts*

- We welcome around one million visitors across our 17 halls and 35 schools every year
- Customers of all ages take part in a wide range of activities and events from playgroups and lunch clubs to yoga classes and baby discos , from weddings to counselling services and everything in between
- We program Eastwood Park Theatre, provide sound and lighting technical support, develop and deliver visual and performance arts classes, events, exhibitions and outreach theatre
- We manage the Heritage Service and are developing a dynamic range of heritage classes and volunteering opportunities
- The Business Support team support all ERCL services facilitating and programming bookings, payment, payroll procurement and directorate services.

9. **Operational Plans**

To achieve our strategic aim of creating ***“a financially sustainable business model, balancing strong ambitions with commercial viability”*** we must address and reduce the operating deficit, i.e. the difference between the income we generate from commercial activities and grants and our total operating expenditure.

In planning for the period 2021/2022 we need to recover as fast and efficiently as possible, and identify ways of mitigating projected losses. Options for mitigating a forecast loss for 2021/22 are being considered, in the context of significant budget shortfall on the part of ERC. This will be very difficult to meet from either reserves or non-pay efficiencies, and therefore plans including the withdrawal of services from some sites; suspension or cessation of some programmes; organisational restructure; and a review of the operating model will need to be explored. These will all be highly sensitive.

10. 2019-20 Financials

The Trust reported an operating deficit of £0.2m (surplus of £0.7m excluding net pension service cost) for the year ended 31 March 2020 (2019: £1.0m deficit; £0.4m surplus excluding net pension service costs), which was in line with expectation. This is before allowing for the net actuarial gain of £2.910m in respect of the multi-employer defined benefit pension scheme (2019: deficit of £1.740m).

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

£k	Year ended 31 March 2020	Year ended 31 March 2019	Movement
Income	9,770	8,931	839
Net Expenditure	(212)	(1,000)	788
Actuarial Gains / (Losses)	2,910	(1,740)	4,650
Total funds (after retirement benefit scheme gains / losses)	(598)	(3,296)	2,698

The fifth year of trading has supported us in meeting our charitable aims and objectives, ending the year with a strong financial position.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities (£4.2m) (2019: £4.0m), as well as a Management Fee received from ERC of £5.4m (2019: £4.9) for our work in managing the Leisure, Library, Arts and Community facilities within the local area.

The primary areas of spend are people £8.1m (2019 £8.2m), Property £0.5m (2019: £0.5m) and Supplies and Services £1.2m (2019 £0.9m).

10.1 Reserves Policy

During 2015/16 the Trust agreed to build reserves over the first three years to a level of £250k to enable the Trust to manage financial risk and help deliver the Trust's commitments. It was recognised that this was our initial target and would therefore be regularly monitored and reviewed annually by the Finance, Audit and Risk committee.

At the year end the charity had a total deficit of £598k (2019: deficit £3,296k), excluding the impact of the pension scheme, which had an unrealised liability of £(1,847k) (2019: £(3,822)k) at the year end, there was surplus funds of £1,249k (2019: £526k), of which £22k (2019: £51k) was restricted and £1,227k (2019: £475k) was unrestricted. Of this amount, £581k was designated for Transformation and Recovery activities, £325k to support the Digital programme and £71k in respect of fixed assets, leaving free reserves of £250k.

The Trustees continue to strive to create and maintain a £250k unrestricted non-designated level of reserves, but also to continue to rely on assurances of ERC as the sole member, to fund the Trust to meet its liabilities as they fall due, should the Trust be unable to do so. This is particularly critical as the Trust emerges from the Covid19 events.

10.2 Investment Policy

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

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

10.3 Fixed assets

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

10.4 Budget 2021/22– to be agreed

11. Support Services

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

Improvement and action plans for Support Services and other interfaces between the Trust and the Council were identified in a Solace in Business (SiB) report commissioned by ERC in 2017. This action plan – progress against which is reported to ERC's Audit and Scrutiny Committee – has been complemented further by recommendations arising out of the ERC Best Value Audit on the Trust undertaken in 2019.

11.1. Financial Services

ERC currently provides a range of accountancy, creditor and debtor services to ERCL. As part of the previous annual SLA review, a gap analysis was completed which identified a number of significant gaps in the financial control services provided to the Trust by ERC.

The gap analysis was supported by the output of the SiB review, with the resultant Joint Action Plan including a number of critical ERC service developments, including inter-company accounting and provision of regular balance sheet reporting. The Joint Action Plan Steering Committee closely monitors the progress of the actions.

As part of the ERC core systems platform, which included implementation of finance and procurement and HR and Payroll systems, the Trust were engaged in the initial procurement process and are represented on the associated Core Systems Board. The finance and procurement system went live at the end of August 2019 and work continues to develop the functionality including re-engineering finance processes in relation to inter-company transactions and the management of control and suspense accounts together with enhanced analysis capability, all of which is required to ensure the system is fit for purpose for the Trust.

The Trust has been represented during the project, although input has been limited with regards to the new finance control processes which were developed by the core systems team. As noted above, work is on-going to develop Trust specific requirements which will provide enhanced financial controls and reporting capability.

The HR and Payroll system went live in December 2020 and the Trust was engaged with the project from a service perspective, with the system based on HR and Payroll defined requirements.

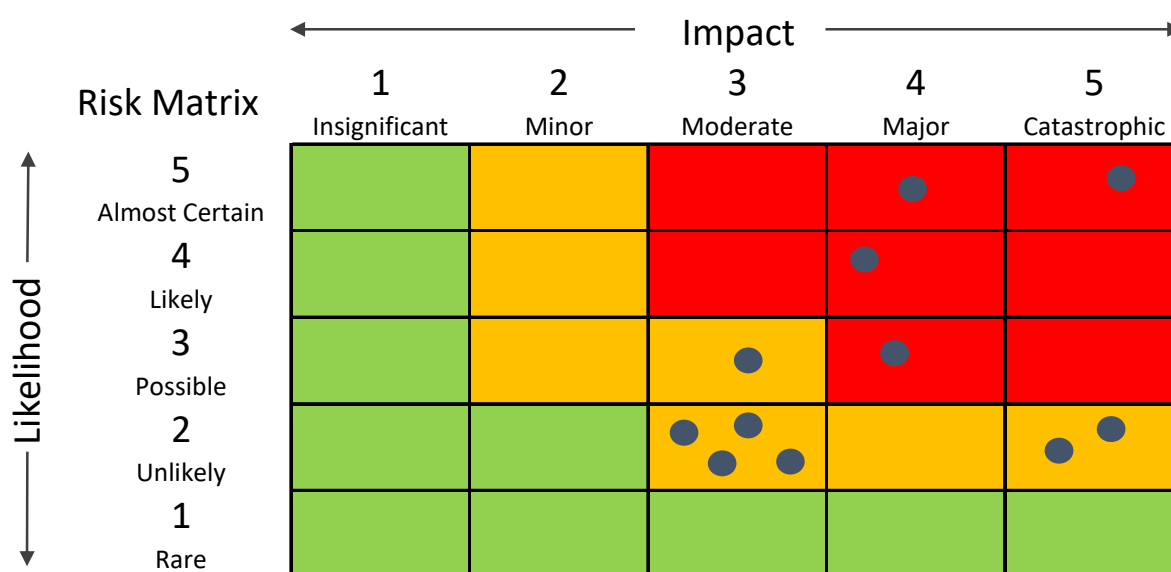
On the basis of delivery of the SiB Action plan and the continued successful implementation of the new core systems platform, the current recommendation is to retain ERC as the service provider of financial services.

12. Risk Management – Covid19

A detailed Risk Register is presented to the Finance and Audit and Risk Committee. Following consideration by the Finance, Audit and Risk Committee, an abstract highlighting the top key risks at any given point is considered by the Board, and a joint Risk Register is maintained by ERC and ERCL capturing shared risks.

Throughout the year the Risk Register is reviewed and revised in the light of the fluidity of the current environment, with risks considered accordingly.

The following table summarises the spread of risks in relation to Covid19:



Risk Category	Summary of Risk
Business Continuity	Staff Illnesses, Absences or on-going isolation measures affect ability to re-establish core services
Business Continuity	Demand affected by uncertainty, customers' behaviours or changed expectations, Customers lose confidence in overall services with impacting reputation of the Trust
Business Continuity	Increased demand for charitable services places high demand on staff and resources due to ongoing impact of virus: Library and Information Services; community support; digital support; welfare support; humanitarian aid; Civil Contingencies
Business Continuity – Supplies & Services	Supply Chain disruption affects ability to deliver services.
Finance	Continued Social distancing or govt legislation / guidance impedes ability to deliver against budget or necessitates new business model(s), including reduced capacity
Finance / Solvency	Insufficient cash to operate business due to continued losses and inability to generate sufficient operating income to meet liabilities. Operating expenses are primarily fixed costs, with 80% staff costs.

Finance	Claims to HMRC /Govt are rejected in part, based on furlough submission
Compliance Testing	In order to Recover the organisation as quickly as possible we are working with PaTs colleagues to ensure a programme of Compliance testing continues. This will ensure all aspects of building and equipment are maintained in a ready state, thus avoiding re-opening delays due to inability to bring in contractor / testing resource
Business Continuity / Finance Recovery	ERCL venues and assets to be utilised, precluding full restoration of services in immediate term.
Business Continuity / Finance Recovery	Recovery will have a long tail as customers and services require time to adjust to new ways of operating
ICT Systems Failure	Current ICT capability is not able to support a stable IT platform to enable remote working on an on-going basis and unable to support a new business model focused on a richer online offering to customers.

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EAST RENFREWSHIRE COUNCIL**25 February 2021****Report by Director of Environment****EASTWOOD LEISURE CENTRE AND EASTWOOD PARK MASTERPLAN****PURPOSE OF REPORT**

1. The purpose of the report is to update the Council as agreed in December 2020 with regard to the Eastwood Leisure Centre and Theatre options, costs and potential phasing of costs.

RECOMMENDATIONS

2. It is recommended that the Council:-
- (a) considers the options with regard to the Eastwood Leisure Centre/Theatre in order that this can be considered as part of the ongoing current financial planning/capital planning process for 2021/22 and future years; and
 - (b) notes that a further meeting of the member officer working group will be arranged in the near future to discuss progress

BACKGROUND

3. In December 2020 the Council considered a report on Eastwood Leisure Centre and Eastwood Park Masterplan.

4. The report advised that considerable progress on the project had been made despite the difficult circumstances created by the Covid pandemic and that the input from the member officer working group had proved invaluable and allowed the Director of Environment with advice from the group to work with the consultants to accelerate the project in terms of concept, vision and design.

5. A copy of the most recent consultant's report (RIBA stage I briefing and feasibility) endorsed by the member officer working group was attached and it was pointed out that work is ongoing regarding further detailed design development.

6. The consultant's briefing and feasibility study demonstrated that with regard to the leisure centre and theatre this is potentially an aspirational high quality, visually attractive, transformational and state-of-the-art facility that is much more than simply a leisure centre development. The focus is on customer appeal, future flexibility and income generating opportunities. Key examples included pool facilities which offer far more flexibility (compared with many other leisure centres) for lessons alongside public swimming and training, extended hours of access to the gym and fitness suites, a gymnastics facility, the potential to incorporate a library, agile workspace office accommodation, a studio theatre and rehearsal space to complement the main theatre auditorium and an outdoor cinema/theatre area as well as being able to host a wide range of events.

7. The report to the Council also advised that exploratory options with regard to the rest of Eastwood Park including Eastwood House were at an early stage. They were simply being flagged up as possibilities and would be the subject of a future report to the Council. The priority was to concentrate on the leisure centre/theatre development.

8. With regard to costs the Council in 2016 made provision of £26 million. Most recently this was phased over 2021/22 (£12.85 million) and 2022/23 (£12.85 million). However, it was made clear at the time the original provision was made and has been reinforced several times since then that this was an indicative allocation of £26m for provision of leisure facilities in the Eastwood area which would be refined further when a report on options is considered by the Council.

9. The Council in December 2020;

- (a) noted the attached briefing and feasibility study as an ambitious vision for Eastwood Leisure Centre and Theatre and Eastwood Park more generally;
- (b) approved the proposal that the priority in the short to medium term is to progress the Eastwood Leisure Centre and Theatre as opposed to the wider masterplanning issues;
- (c) noted that a further report specifically with regard to the Leisure Centre and Theatre options, costs and potential phasing of costs will be submitted to the Council for consideration in February 2021;
- (d) noted that the existing provision of £12.85 million for 2021/22 is sufficient for that year; and
- (e) noted that a further report with regard to the wider masterplanning issues in Eastwood Park will be submitted to the Council at some time in the future.

REPORT

Vision/opportunity

10. The opportunity is unique at Eastwood Park given the blend of civic, education, leisure, culture, heritage, landscape and community within it. It is recognised as having a central role in the identity of the surrounding area and East Renfrewshire generally. The Leisure Centre/Theatre has the potential to deliver extremely wide benefits reinforcing the success of the surrounding areas as attractive places to live with excellent facilities including schools, local shops, restaurants, places of worship, sports clubs and good public transport.

11. In developing proposals the consultants have been asked to optimise the benefits that can be achieved from the project.

Revised Cost

12. The Council's project managers have assessed the current proposals based upon the report and feasibility study reported to the Council in December 2020.

13. The basic construction costs for the leisure centre and theatre including the demolition of the existing buildings, contingencies and inflation is estimated to be £47,500,000.

14. The overall development cost including all professional and planning fees, surveys, allowances for fixtures and fittings appropriate to a sports/leisure centre of this scale, contract inflation (assuming building of the structure starts in the first quarter of 2022), appropriate contingencies, demolition and site clearance, the construction of the theatre and any other associated external works is estimated to be £55 million. This is a maximum cost predicted at this early stage.

15. This cost can be refined through further detailed design, market testing and value engineering in due course.

Delivering Best Value

16. Whilst unique and ambitious this project requires to demonstrate value for money.

17. To help achieve this the Council's project managers have benchmarked against other relevant projects particularly in Scotland. A key benchmark has been the recently approved high quality new Allander Leisure Centre in East Dunbartonshire as that Council area has similar attributes, characteristics and demographics.

18. By comparison, the total all inclusive costs for the Allander project were estimated at £40.9 million in September 2019 and further revised to £42.5 million in October 2020. They may increase further.

19. It should be noted that comparisons are extremely difficult given the variances in scope and content of other projects and the date of construction estimates. However, the following gives a broad comparison of the two projects and an explanation of the resultant latest estimated cost of the Eastwood Park project.

20. The proposals for Eastwood Park seek to deliver a project of similar quality to the Allander project but with a wider range of functions to reflect the scale of the opportunity and the transformational potential (and environmental sensitivity) of this particular location.

21. Examples of key differences in relation to the Eastwood Park proposal are as follows.

- **A library** benefiting from views over the Park, Eastwood House, and over the pool, access to attractive south facing outside parkland space, access to a café and contributing to the overall dynamic blend of health and wellbeing, culture, education, heritage, family support, community and civic identity.
- **A theatre** of a quality which acknowledges the importance of arts and culture in East Renfrewshire enabling a far wider range of performances than at present including contemporary theatre, music, comedy, cinema, lectures and conferences taking into consideration accessibility for the audience, performers and technicians. There will also be an additional studio theatre and rehearsal space to expand the arts and culture offer (such as dance) in line with other regional theatres
- **A quality of materials and architecture appropriate to the Park and setting next to a listed building** including the extensive use of glass to offer views in and out of the building, generous entrances and overhanging roofs to provide shelter around the edges of the building for outdoor seating, queueing and some shelter on the connecting route to Eastwood House.
- **A 50m pool** with moveable floor rather than a 25m pool. This offers significantly more flexibility for lessons, training and public swimming. It includes an innovative vision for the spectator zone which can be used flexibly as an 'urban beach' and enabling a range of relaxation and health and wellbeing opportunities such as poolside yoga

- **Covid safe** with generously sized changing cubicles, circulation in wet areas and a wider poolside reflecting lessons learned in meeting social distancing preferences emerging from Covid but beneficial generally in making the building highly accessible.
- **A gymnastics zone** to reflect local demand and recognise that saunas, jacuzzis and steam rooms are likely to be less desirable post Covid. This also offers flexibility for other uses such as children's parties and sports clinics.
- **A café, kitchen and theatre bar** with flexibility to support a variety of events internally and externally.
- **A generous landscaped arrival plaza** benefitting the leisure centre and theatre but also the other uses in the Park including St Ninian's High School whilst also being suitable for events such as outdoor theatre, outdoor cinema and outdoor food festivals.
- The Allander specification includes 3 indoor football pitches and a learning disability centre which are not included in the Eastwood Park design.

22. In summary the high level of sensitive and iconic external design, the 50m pool instead of 25 m, the general quality of the pool environment, theatre, studio theatre, the focus on accessibility including more generous changing facilities, gymnastics space, events potential, library are key differentiators in the proposal for Eastwood Park and account for the cost difference between the 2 centres.

23. The cost data benchmarking exercise carried out by the Council's Project Managers has enabled them to confirm that the estimated cost level for Eastwood Leisure Centre is appropriate for a leisure centre of this ambition, size and scope, should be deliverable within the estimated budget and represents value for money in terms of the estimated build cost per square metre.

Site Selection Benefits

24. Alongside the optimisation of the benefits of the facilities within the building a key factor also in relation to best value/value for money is the selection of this site at Eastwood Park. Key considerations/benefits are outlined below.

- Eastwood Park has an existing customer base and is a good location to deliver an enhanced and unique customer experience.
- The significant benefits of colocation with existing civic, community and education uses.
- The opportunity for a tandem build allowing existing facilities to remain operational during construction which is key to retaining customers.
- The proximity to Eastwood House creates a distinctive and attractive identity and is complementary to the long term viability of an important listed building.
- The established mature tree setting which creates an attractive setting and buffer to surrounding residential areas which is typically required to be provided on other sites.
- Existing infrastructure is in place in terms of access and parking which can be enhanced.
- It is a good catchment for walking and cycle assess.
- There are good public transport links and proximity to other amenities including restaurants, sports clubs and places of worship.
- It is a relatively level site.
- The site is large enough to avoid expensive solutions found in other recently delivered leisure centres in Scotland such as games halls on upper floors.
- The proposal is replacing an existing use so the principle of use is established from a planning perspective.

However, as previously reported there is a compromise in that this site cannot provide outdoor football pitches.

Design and impact

25. The design of the project has been very carefully managed with the design team given the sensitivity of Eastwood Park.

26. The design team have worked up a concept which is based around the large glass houses often found in the grounds of historic estates (this is ongoing). Although the building is large the design is being developed to be sensitive through the extensive use of glass which will reflect the green setting during the day and create a lightness in the evening. This will be further enhanced by linking the structure and roof in relation to the surrounding woodland. In essence with the structure will reflect the tree trunks and the roof like the tree canopies with extensive use of wood. The approach also seeks to make the building feel light and airy internally with users able to appreciate views of the park and material inside the building reflecting those outside.

27. The design team have also considered carefully the relationship of the proposed building with Eastwood House. The design concept is a simple linear elevation which has a relationship similar to the colonnades and glass houses often found in estates with defining walled gardens. This will complement the vertical emphasis of the house. The height of the building is lower than Eastwood House and also below the surrounding mature trees. The team have also looked at the elevation proportions of Eastwood House and this has informed the development of the bays of the proposed building. The roof form is also derived from the dynamic roof of Eastwood House. These concepts will be developed and explained in more details in the next stage of design development.

28. In summary the building although large seeks to be a quiet understated architectural structure that blends in completely with the park.

Option appraisal

29. In essence, the options available to the Council at this stage are;

- to progress the current proposals at an estimated capital cost of £55 million
- to choose a reduced level of capital expenditure and have the scheme redesigned within that level of expenditure.

Programme and Progress

30. Considerable progress has been made since the report to the Council on 16 December 2020. Key areas include;

- review and refinement of project brief
- full project design team in place – includes specialists for aspects including the pool environment, theatre acoustics, ecology, transport, sustainability and energy.
- agreement reached on project governance arrangements and reporting schedules with the project managers
- scoping of required survey works to support a detailed planning application completed
- submission of a Proposal for Application Notice
- contact made and positive discussions ongoing with Scottish Water regarding a potential heat from sewage project

31. The timescales proposed include the submission of a detailed planning application in the middle to end of May 2021 with the aim of commencing works on site in 2021 with a construction period of around 24 months for the building.

Next Stages : Surveys and Investigations

32. There are many preliminary investigations required before construction of the facility starts. These include;

- Transport Assessment/Transport Statement and strategy
- Contamination Survey/Site Investigation Report
- Drainage Impact Assessment
- Flood Risk Assessment
- Topographical/ Archaeological survey
- GPR / Existing Utilities survey
- Drainage CCTV
- Water Impact Assessment
- Tree Survey
- Ecological Appraisal
- Habitat Survey
- Energy efficiency study

33. These need to be instructed as soon as possible to maintain momentum and an on-site building construction start date of early 2022. Arrangements are already in place to allow these to commence quickly.

Wider Masterplanning Issues

34. Previous reports also outlined the potential costs associated with the wider masterplanning of Eastwood Park.

35. Initial consideration of these matters has produced a list of potential options for Eastwood Park. These are attached as appendix 1. However, they are simply initial suggestions/ideas which have come through discussions with the member officer working group. Potentially, the costs associated with **all** of these additional and optional proposals could be around £18,500,000. Contingencies have been included but no inflation has been included at this point in time given the uncertainty regarding timescales associated with some or all of these proposals.

36. These options will be the subject of a future report to the Council.

37. The priority at this stage is to progress the Leisure Centre and Theatre.

FINANCE AND EFFICIENCY

38. As stated there is existing provision of £12.85 million within the General Fund Capital Programme for 2021/22.

39. However, given the revised total potential cost of £55 million, the firm possibility of a building construction start date of early 2022 and other recent relevant information the revised phasing of the programme is estimated to be approximately;

2021-2022: £4m (mainly fees, surveys, application fees, site investigation and enabling works)
2022-2023: £24m
2023-2024: £24m
2024-2025: £3m

CONSULTATION

40. If approved by Council a public consultation event will be held mid to end March 2021 regarding the £55m scheme. This will be virtual in view of Covid restrictions. Similar virtual events have been very successful over the last few years. This will be widely advertised.

41. A project specific website is being developed which will be used for the public consultation event. This will remain live so the viewing of proposals and submission of comments will be an ongoing process and not be limited to the public consultation event.

42. User groups will also be consulted along with relevant governing bodies such as Sports Scotland

43. A full communications strategy is being developed.

PARTNERSHIP WORKING

44. There has been considerable partnership working mainly with the Trust in developing these proposals.

IMPLICATIONS OF THE PROPOSALS

45. There are no staffing, IT, legal or equality implications directly associated with this report at this point in time. The financial implications are dealt with elsewhere in this report.

RECOMMENDATIONS

46. It is recommended that the Council;

- (a) considers the options with regard to the Eastwood Leisure Centre/Theatre in order that this can be considered as part of the ongoing current financial planning/capital planning process for 2021/22 and future years; and
- (b) notes that a further meeting of the member officer working group will be arranged in the near future to discuss progress

Further information can be obtained from Andrew Cahill Director of Environment 014 15773036

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Wider Park Masterplan - Additional Enhancement Options for Cost

1.0 St Ninians – Civic Frontage

1a. New Entrance space formed to the School – area 500m²
 Medium Specification, double height open plan entrance space with glass frontage. Possible student study, touchdown and social space.
 1b. New public realm space formed between St Ninians School and the proposed Leisure Centre and Theatre - 3400m².
 Medium specification – concrete paving and granite sets, kerbing, lighting with landscape planting incorporated.

2.0 Eastwood House

2a. Refurbish Eastwood House – 1,535m²
 Reconfigure and repurpose internal layouts. Medium specification for refurbishment. Reuse existing kitchen facilities / heating and electrical services.
 Ground floor support space to function suite / wedding venue - 644m². Upper ground floor to become Bride and Groom Suite – 102m². First & Second floor to provide Members Offices / Meeting Rooms / Committee Rooms – 789m².
 2b. Extend Eastwood House to create new Orangery – area 571m².
 High specification function space and elevation. Double height room 6m tall with feature roof and curved glazed ends. To include bar, storage, pre drinks arrival space
 2c. Landscape improvement around Eastwood House – area – 1,784m²
 Upgrade of the gardens to the north and south of the house, allow soft and hard landscaping. 1/3 hard to form feature element.

3.0 New Southern Gateway

3a. New Pedestrian Gateway Access to South West Corner of the Park – area 500m²
 Form new 6m wide opening in the existing stone wall with a new stone return pier extending 2m into the park to form a new 4m wide gate. New paving enhancement, concrete setst.
 3b. Lower stone wall along the length of Roukenglen Road by circa 1m – length of existing wall circa 250m (0.25km).

4.0 Cycle Hub and Café

Convert / refurbish existing Age Concern Facility form a new Cycle Hub, Workshop and Café – 350m²

5.0 Woodland Adventure

5a. Significant enhancement and upgrade of the Woodland Paths – 2,096m (2.1km) of resin bound path 3m wide with precast kerbs and lighting.
 5b. Create 6no educational spaces circa – 30m² each
 Spaces to include various ground treatments – bark, resin bound gravel with clearings for gathering / training / woodland gym
 5c. Upgrade pedestrian access, surfacing, lighting, points of interest and signage

6.0 Water Landscape

6a. Create 3no educational spaces along the edge of the watercourse - area 20m² each.
 Spaces to include timber decking / resin bound gravel with enhanced landscape features for training / artwork / learning.
 6b. Route to extend to the east to form continuous disabled access along the watercourse. – 150m anti slip timber decking.
 6c. New public seating in the grassed area alongside the burn, with potential children’s outdoor play area. circa 5no picnic benches.

7.0 Additional Parking

7a. West Car Parking – area 7,200m² spaces 306
 7b. East Car Park – area 5,700m² spaces 183. Proposed deck over part of the parking - 3,370m²

8.0 Civic Colonnade

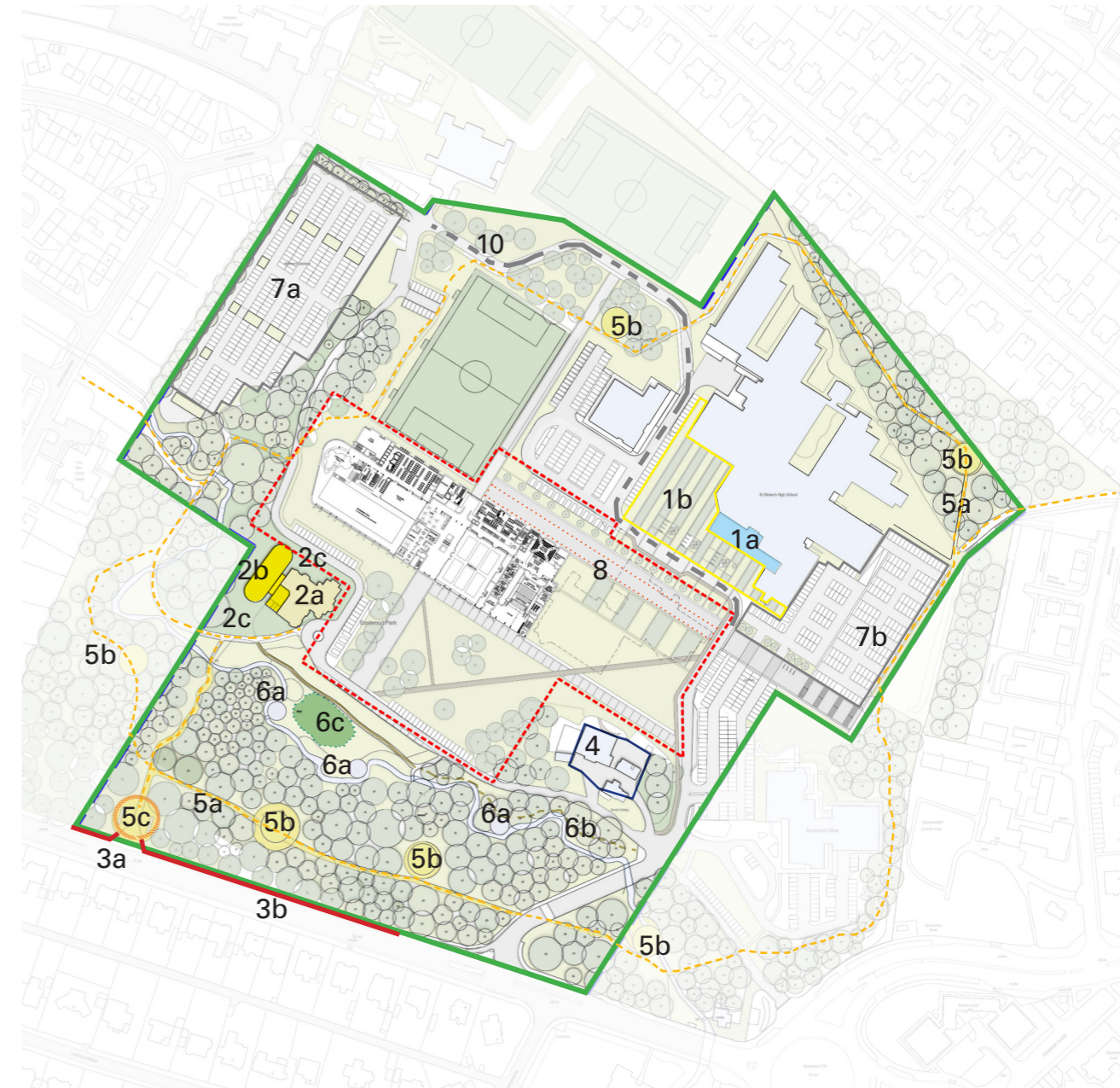
Length 200m, height 5m, timber structure with upright post with metal base connection to offer overhead shelter. Extends from the new leisure hub to parking areas.

9.0 Signage & Wayfinding

20no new signs/banners across the park. Route maps / cycle paths / educational banners

10.0 Road Improvements

Alter path of existing road and allow for a new northern road extension to form loop road. Length 406m (0.406km)



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EAST RENFREWSHIRE COUNCIL25 February 2021Report by Director of EnvironmentPLANNING SCHEME OF DELEGATION**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval to changes to the Planning Scheme of Delegation and to clarify certain criteria. The effective date of the Planning Scheme of Delegation will be when it is approved by Scottish Ministers.

RECOMMENDATIONS

2. It is recommended that the Council approve updates to the Planning Scheme of Delegation as contained in Appendix 2 of this report for forward submission to Scottish Ministers.

BACKGROUND

3. The current Scheme of Delegation was approved by the Council on 11 September 2013 and by Scottish Ministers on 20 September 2013. The Scheme allows appointed officers to make decisions on 'local' and the less controversial planning applications. A copy of the current Scheme of Delegation is attached as Appendix 1 and the proposed Scheme of Delegation is attached as Appendix 2.

REPORT

4. The current Scheme of Delegation was approved in response to the Scottish Government's modernisation of the planning system and through the Town & Country Planning (Schemes of Delegation and Local Review Procedures) (Scotland) Regulations 2013. The main purpose of this was to ensure that applications could be considered in the most appropriate way and that Elected Members need only consider major or controversial applications. The Scheme of Delegation under consideration now relates to applications for planning consent. Other consents such as advertisement consent, conservation area consent, tree works etc. are covered under the Council-wide [Scheme of Delegated Functions](#) approved separately by the Council (last updated October 2020).

5. The Planning Service annually handles around 800 applications for planning and related consents. The statistics for the year 2019/20 show that the delegation rate to officers is just under 99%.

6. The changes proposed are summarised below and are **highlighted** (in **bold italic** text) in Appendix 2:

Delegation to Appointed Officers

7. To reflect the changes to the management and staff structure within the Environment Department the appointed officers for the Scheme of Delegation will be the Director of Environment, Head of Environment (Chief Planning Officer), the Planning and Building Standards Manager or the Principal Planner. Each officer is authorised in relation to development management to determine the applications detailed at Appendix 2 and as defined by the Town and Country Planning (Scotland) Act 1997, as amended by the Planning etc. (Scotland) Act 2006 and the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009. The Report of Handling associated with any planning application will make reference to any departure from the Development Plan to justify the decision having taken into account all other material considerations including, but not limited to, the merits of the application, the age of the development plan and any other material changes which have occurred since the adoption of the development plan.

Applications with an Elected Member or Staff Member Interest

8. The present Scheme of Delegation includes the requirement for applications with Elected Member or (Planning and Building Standards) staff interest to be considered by the Committee (criteria (i), (ii) and (iii) of attached scheme). It is proposed to extend these criteria to include their spouse or their partner. With regards to criteria (i) and (ii), applicants are required to state whether this is the case on the planning application form. With regards to criterion (iii) for example if a member/staff-member/spouse/partner objects to an application, it does rely on the people concerned advising the planning service accordingly.

Objections which Trigger Referral to the Planning Applications Committee

9. Some minor clarifications are proposed to the wording of criteria (iv) and (x) as shown in Appendix 2. It is proposed to clarify that objectors must give their reasons for objecting and that it must reasonably relate to the proposed development or use which is under consideration.

FINANCE AND EFFICIENCY

10. The recommendations within this report should allow the planning application process to operate more efficiently.

CONSULTATION

11. Consultation in relation to this report has been undertaken with the Democratic Services Manager.

PARTNERSHIP WORKING

12. There was no partnership working associated with this report.

IMPLICATIONS OF THE PROPOSALS

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

CONCLUSIONS

14. It is considered that the modifications to the Scheme of Delegation as explained in this report, and as shown in Appendix 2 are justified and will result in more efficient decision-making, with decisions being made at an appropriate level.

RECOMMENDATIONS

15. The Council is asked to approve updates to the Planning Scheme of Delegation as contained in Appendix 2 of this report for forward submission for approval to the Scottish Ministers.

Director of Environment

Further information can be obtained from Gillian McCarney, Head of Environment (Chief Planning Officer), Gillian.McCarney@eastrenfrewshire.gov.uk

February 2021

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APPENDIX 1 EXISTING SCHEME OF DELEGATION

**APPROVED AT THE COUNCIL MEETING 11 SEPTEMBER 2013
APPROVED BY THE SCOTTISH MINISTERS ON 20 SEPTEMBER 2013**

**Made in terms of Section 43A of the Town and Country Planning (Scotland) Act 1997
[as amended by Section 17 of the Planning etc (Scotland) Act 2006]**

The Director of Environment or Head of Environment (Planning, Property and Regeneration) is authorised in relation to development management to determine the following 'local developments' detailed below and as defined by the Town and Country Planning (Scotland) Act 1997, as amended by the Planning etc (Scotland) Act 2006 and the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009, unless the planning application involves any of the circumstances specified in (i) to (viii), in which case the application will be referred to the Planning Applications Committee for determination:-

- (i) the planning application is made by a Member of the planning authority,
- (ii) the planning application is made by an employee of the Council's Planning and Building Standards Service,
- (iii) an employee of the Council's Planning and Building Standards Service has an interest in a planning application, for example, as an objector,
- (iv) there are 10 objection letters or emails from 10 people,
- (v) where it is proposed to approve a proposal that is significantly contrary to the development plan,
- (vi) the proposal has been subject to an Environmental Impact Assessment,
- (vii) where there are associated applications being considered by the Committee, or
- (viii) the application is made by the planning authority and 4 elected Members have individually requested a referral of the application to the Planning Applications Committee within 21 days of the validation of the application.

Additionally, Elected Members will be able to refer an application to the Planning Applications Committee where all of the following criteria are met:-

- (ix) at least two elected Members individually request the referral;
- (x) that the referral is received within 21 days of the validation of the application, and
- (xi) where there are 6 objection letters or emails from 6 people.

For the avoidance of doubt for the purposes of the above referrals:

- a) Petitions shall be treated as a single objection,
- b) One letter signed by three people will count as **one**,
- c) The same person sending in three different letters will only count as **one**.
- d) Three separate letters (albeit with the same text) from three different people will count as **three**.

Local Developments

(1) Residential

- (a) Applications for alterations or extensions to existing dwelling houses and other householder planning applications eg driveways, garages and other outbuildings
- (b) All planning applications for up to and including 49 dwellings.
- (c) All applications for residential development for sites less than 2 hectares in area.

(2) Business and General Industry, Storage and Distribution

- (a) Alterations to existing buildings.
- (b) Construction of buildings, structures or other erections for use as an office, for research and development for products or processes, for any industrial process or for the use of storage or as a distribution centre up to a gross floor space of the building, structure or other erection of less than 10,000 square metres.
- (c) Construction of buildings, structures or other erections for use as an office, for research and development of products or processes, for any industrial process or for the use of storage or as a distribution centre, the site area of which is less than 2 hectares.

(3) Electricity Generation

- (a) Construction of an electricity generating station providing the capacity of the generation station is less than 20 megawatt.

(4) Waste Management Facilities

- (a) Construction of facilities for use for the purpose of waste management or disposal provided the capacity of the facility is under 25,000 tonnes per annum.
- (b) In relation to facilities for use for the purpose of sludge treatment, the capacity to treat residual sludge is no more than 50 tonnes (wet weight) per day.

(5) Transport and Infrastructure Projects

- (a) Construction of new or replacement roads, railways, tramways, waterways, aqueducts or pipelines providing the length of road, railway, tramway, waterway, aqueduct or pipeline does not exceed 8 kilometres.

(6) Fish Farming

- (a) The placing or assembly of equipment for the purpose of fish farming (the breeding, rearing or keeping fish or shellfish) providing the surface area of water covered is less than 2 hectares.

(7) Minerals

- (a) The extraction of minerals providing the area of the site is under 2 hectares.

(8) Other Developments (Including planning applications for retail developments, education, institutional leisure, assembly, temporary buildings and uses, telecommunications developments, licensed premises and mixed use developments.)

- (a) Any development not falling within the above classes of development providing the gross floor area of any building, structure or erection constructed is less than 5,000 sq. metres.
- (b) Any development not falling within the above classes of development providing the area of the site is less than 2 hectares.
- (c) Any development comprising a combination of the above classes providing the gross floor area of any building, structure or erection constructed is under 5,000 sq. metres or the area of the site is less than 2 hectares.

APPENDIX 2 PROPOSED SCHEME OF DELEGATION

East Renfrewshire Council Planning Scheme of Delegation

**Made in terms of Section 43A of the Town and Country Planning (Scotland) Act 1997
[as amended by Section 17 of the Planning etc. (Scotland) Act 2006]
and The Town and Country Planning (Schemes of Delegation and Local Review
Procedure)(Scotland) Regulations 2013**

The Director of Environment, ***the Head of Environment (Chief Planning Officer), the Planning and Building Standards Manager or Principal Planner*** is authorised in relation to development management to determine all 'local development' applications for planning permission (***including planning permission in principal and applications for consent, agreement or approval required by a condition imposed on a grant of planning permission***). 'Local development' is defined by the Town and Country Planning (Scotland) Act 1997, as amended by the Planning etc (Scotland) Act 2006 and the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009 and summarised below. The above authorisation applies unless the planning application involves any of the circumstances specified in (i) to (viii) below, in which case the application will be referred to the Planning Applications Committee for determination:-

- (i) the planning application is made by an ***Elected*** Member of East Renfrewshire Council ***or their spouse or their partner***,
- (ii) the planning application is made by an employee of the Council's Planning and Building Standards Services ***or their spouse or their partner***,
- (iii) an employee of the Council's Planning and Building Standards Services, ***or their spouse or their partner***, has an interest in a planning application, for example, as an objector,
- (iv) there are 10 ***or more*** objection letters or ***electronic communications*** from 10 ***or more individuals, who state their objections (including giving their reasons) in relation to the proposed development or use under consideration.***
- (v) where it is proposed to approve a proposal that is significantly contrary to the development plan
- (vi) the proposal has been subject to an Environmental Impact Assessment,
- (vii) where there are associated applications being considered by the Committee ***e.g. where a planning application is accompanied by an associated Conservation Area Consent or Listed Building Consent***, or
- (viii) the application is made by the planning authority and 4 elected Members have individually requested a referral of the application to the Planning Applications Committee within 21 days of the validation of the application.

Additionally, Elected Members will be able to refer an application to the Planning Applications Committee where all of the following criteria are met:-

- (viii) at least two elected Members individually request the referral; and
- (ix) that the referral is received within 21 days of the validation of the application, and
- (x) where there are 6 ***or more*** objection letters or e-mails from 6 ***or more individuals, who make their objections (including giving their reasons) in relation to the proposed development or use under consideration.***

For the avoidance of doubt for the purposes of the above referrals:

- a) Petitions shall be treated as a single objection,
- b) One letter or ***electronic communication*** signed by three people will count as one,
- c) The same person sending in three different letters, or ***electronic communications*** will only count as one,
- d) Three separate letters or ***electronic communications*** (albeit with the same text) from three different people will count as three.

Local Developments

(1) Residential

- (a) Applications for alterations or extensions to existing dwelling houses and other householder planning applications eg driveways, garages and other outbuildings
- (b) All planning applications for up to and including 49 dwellings.
- (c) All applications for residential development for sites less than 2 hectares in area.

(2) Business and General Industry, Storage and Distribution

- (a) Alterations to existing buildings.
- (b) Construction of buildings, structures or other erections for use as an office, for research and development for products or processes, for any industrial process or for the use of storage or as a distribution centre up to a gross floor space of the building, structure or other erection of less than 10,000 square metres.
- (c) Construction of buildings, structures or other erections for use as an office, for research and development of products or processes, for any industrial process or for the use of storage or as a distribution centre, the site area of which is less than 2 hectares.

(3) Electricity Generation

- (a) Construction of an electricity generating station providing the capacity of the generation station is less than 20 megawatt.

(4) Waste Management Facilities

- (a) Construction of facilities for use for the purpose of waste management or disposal provided the capacity of the facility is under 25,000 tonnes per annum.
- (b) In relation to facilities for use for the purpose of sludge treatment, the capacity to treat residual sludge is no more than 50 tonnes (wet weight) per day.

(5) Transport and Infrastructure Projects

- (a) Construction of new or replacement roads, railways, tramways, waterways, aqueducts or pipelines providing the length of road, railway, tramway, waterway, aqueduct or pipeline does not exceed 8 kilometres.

(6) Fish Farming

- (a) The placing or assembly of equipment for the purpose of fish farming (the breeding, rearing or keeping fish or shellfish) providing the surface area of water covered is less than 2 hectares.

(7) Minerals

- (a) The extraction of minerals providing the area of the site is under 2 hectares.

(8) Other Developments (Including planning applications for retail developments, education, institutional leisure, assembly, temporary buildings and uses, telecommunications developments, licensed premises and mixed use developments.)

- (a) Any development not falling within the above classes of development providing the gross floor area of any building, structure or erection constructed is less than 5,000 sq. metres.
- (b) Any development not falling within the above classes of development providing the area of the site is less than 2 hectares.
- (c) Any development comprising a combination of the above classes providing the gross floor area of any building, structure or erection constructed is under 5,000 sq. metres or the area of the site is less than 2 hectares.

NOTE

Please note that this Scheme of Delegation relates to applications for planning consent in terms of Section 43A of the Town and Country Planning (Scotland) Act 1997. Delegation of decision-making for other consents such as advertisement consent, conservation area consent, tree works etc. are covered under the Council-wide [Scheme of Delegated Functions](#) approved separately by the Council.

EAST RENFREWSHIRE COUNCIL25 February 2021Report by Director of Environment and Head of Public Protection and Children's Services
(CSWO)PROPOSED LEASE AND IMPROVEMENT OF CAPELRIG IN PARTNERSHIP WITH
CHILDREN 1st**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval to enter into a 25 year lease with Children 1st for their pioneering project "Childs House for Healing" (Scotland's first Barnahus) and to acknowledge the benefits to the Council in progressing this project. The project is a joint initiative between Children 1st, East Renfrewshire HSCP supported by the Environment Department. The report also asks the Council to make financial provision of £440,000 in the General Fund Capital Programme for 2021/22 as the council's contribution. Children 1st have also indicated that they wish to proceed quickly and improve and occupy the building by around August/September 2021 if possible.

RECOMMENDATIONS

2. It is recommended that the Council:
- a) Notes the terms of the proposed joint financial commitment of the Council and Children 1st to investing up to £879,000 in the Capelrig House/Child's House for Healing project;
 - b) Makes provision within the General Fund capital programme of £440,000 for 2021/22 being the Council's contribution towards the improvements;
 - c) Notes that this expenditure will be contained within existing Environment Department capital resources and any resultant adjustments to the programme will be part of the General Fund Capital Plan report to be considered by the Council in March 2021;
 - d) Approves the proposal to lease Capelrig House to Children 1st for 25 years to deliver the pioneering project (Child's House for Healing);
 - e) notes the benefits in securing the preservation of Capelrig House and the longer term potential financial savings of £950,000 to the Council; and
 - f) Delegates to the Director of Environment in consultation with the Chief Solicitor to conclude the lease and repair/improvement financial arrangements with Children 1st with regard to Capelrig House.

BACKGROUND

3. Capelrig House is an 18th-century Category A listed house located in Newton Mearns and situated adjacent to Eastwood High School. The lands of Capelrig can be traced back as far as the 12th Century and have been held by numerous parties through time. They were ultimately acquired in 1962 by the then Renfrewshire Council for the construction of the first Eastwood High School. Capelrig House was last used for East Renfrewshire Council offices. However, it has been vacant over the past 10 years.

4. Over the years there have been many attempts to market the building or find alternative positive uses. However, with the Grade A Listing (and the responsibility that comes with this) and its proximity to Eastwood High School (and therefore pupils) this has limited the potential uses and there has been no interest in the building until late last year when Children 1st outlined their pioneering project, House For Healing.

REPORT

5. Children 1st in partnership with Victim Support Scotland, Edinburgh University and Children England have secured £1.5 million from the People's Postcode Lottery Dream Fund to ensure that every child victim and witness in Scotland and Britain receives support to heal from the first moment they tell someone what has happened to them.

6. East Renfrewshire HSCP is leading the national pilot to develop this approach – known as JII (Joint Investigative Interviewing) in partnership with Inverclyde HSCP. East Dunbartonshire HSCP, Renfrewshire Council and the two police divisions for the area K and G.

7. This partnership aims to create a centre for excellence to develop practice that is shared nationally, so that no child victim or witness ever has to endure long delays to secure safety, care, justice and recovery. The centre will disseminate best practice about what works for children and families as well as providing a safe, secure and welcoming environment for children to give their statements to specially trained staff from police, judicial and social work services and get support to heal from their families.

8. The interview will be recorded and the video will go to court and if any appearance is required this will also be carried out by video link so that any child never has to go to court. Children will also access medical attention if required and a forensic medical examination to be used in evidence gathering. The child will then be able to access support to recover from their ordeal and will be able to come back to the house for healing to be cross examined by video link to court.

9. This will be the first model of its kind in the UK and which, through the use of research and evaluation the partnership will be able to scale up across the whole country. The vision is that the house will be warm, child friendly, accessible and totally conducive to a trauma sensitive journey through the system.

10. Both the Council and Children 1st consider that this is an excellent opportunity to be at the forefront of a step change in the delivery of children's support services within the UK and that Capelrig House and its location and setting is an ideal building from which to deliver this pioneering model and associated research and learning centre.

11. Given the recent interest by Children 1st a fresh condition survey of the building has been undertaken.

12. The survey has identified that extensive repairs are required to the building including roof, external render and stonework and other internal works. Appendix A outlines the full extent of what could be required. It is important to note that irrespective of the interest from Children 1st, the Council would require to consider the issues raised in the condition survey now that they are known. Otherwise the building will fall into further disrepair.

13. The cost of all these works would be in the region of £879,000. At this stage this is a worst case scenario.

14. Given the unique opportunities that Capelrig House presents Children 1st have offered to work jointly with the Council to address the repairs and improvements required, bring the building up to an appropriate standard and allow the project to be delivered. They are willing in principle to share on a fair and approximately equal basis the costs involved (subject to further discussion and clarification with the Council). The Council's share of the capital expenditure would therefore be around £440,000.

15. The current annual running costs incurred by the Environment Department for Capelrig House are approximately £38,000 per annum.

16. In that respect Children 1st have also indicated that they would be prepared in principle to enter into a full repairing and insurance lease and meet the annual running costs for the building. However, given the size and the grade A listing the Council would require to be flexible and reasonable should unexpected major external building issues arise in the future.

17. In recognition of the fact that Children 1st are prepared to incur significant expenditure to improve Capelrig House and to deliver the right setting for the project it is proposed that a 25 year lease at a peppercorn rent is granted to Children 1st.

18. This would provide them with long-term security and put them in a better position regarding other funding applications and the raising of future resources.

FINANCE AND EFFICIENCY

19. Based upon the existing running costs of around £38,000 per annum the Council has the potential to make revenue savings of up to around £950,000 over the 25 year period (on annual utilities and rates costs as well as internal decoration, repairs and insurance requirements).

20. With regard to the Council's potential capital contribution of around £440,000 it is considered that this could be met from within existing resources through adjustments to Environment Department projects within the current General Fund Capital Programme.

21. The proposed initial joint investment would minimise repair costs for the foreseeable future. Most importantly, this would ensure the repair and improvement and future protection of Capelrig House.

CONSULTATION

22. The Environment Department has been in discussion with HSCP, Accountancy, Procurement and Children 1st and further consultation will be required as part of the planning approval process for undertaking the works as well as consultation on appointment of external architectural consultants.

PARTNERSHIP WORKING

23. This project is a model of multi-level partnership working on a number of levels not only within the Council and the direct partnership engagement with Children 1st but within Children 1st and their partnership with the other Local Authorities involved in the House For Healing project.

IMPLICATIONS OF THE PROPOSALS

24. There are no equality, sustainability or other implications associated with this report at this point in time.

CONCLUSIONS

25. This proposal seeks to deliver a pioneering approach to child welfare within East Renfrewshire through a joint partnership and collaborative approach.

26. The proposals benefit the Council by securing external investment into an a Listed building for which the Council is the custodian and brings a currently empty building back into use which will deliver a benefit to the East Renfrewshire community and beyond.

27. The proposals outlined in the report will have implications for the Council's Capital Programme. However, the benefits of undertaking this project will mean that the essential external works will be undertaken now with part of the costs for upgrading the building being borne by Children 1st.

28. Children 1st will be responsible for all other costs of occupancy.

29. It is considered that this proposal meets the requirements of the Disposal of Land By Local Authorities (Scotland) Regulations 2010 as regards disposals below market value".

RECOMMENDATIONS

30. It is recommended that the Council:

- a) Notes the terms of the proposed joint financial commitment of the Council and Children 1st to investing up to £879,000 in the Capelrig House/Child's House for Healing project;
- b) Makes provision within the General Fund capital programme of £440,000 for 2021/22 being the Council's contribution towards the improvements;
- c) Notes that this expenditure will be contained within existing Environment Department capital resources and any resultant adjustments to the programme will be part of the General Fund Capital Plan report to be considered by the Council in March 2021;
- d) Approves the proposal to lease Capelrig House to Children 1st for 25 years to deliver the pioneering project (Child's House for Healing);
- e) notes the benefits in securing the preservation of Capelrig House and the longer term potential financial savings of £950,000 to the Council; and
- f) Delegates to the Director of Environment in consultation with the Chief Solicitor to conclude the lease and repair/improvement financial arrangements with Children 1st with regard to Capelrig House.

Director of Environment

For further information contact: Andrew Cahill, Director of Environment by email Andrew.cahill@eastrenfrewshire.gov.uk

February 2021

APPENDIX A

P&M0020Capelrig House - Refurbishment WorksEast Renfrewshire CouncilTechnical ServicesNON-ELEMENTALBUDGET COST - No.: 2DATE :

20 November 2020

SUMMARYWORKS

Roofing Works	£	127,000
Builders Work	£	6,000
Rot Works	£	55,000
Flat Roof Works to Extension	£	19,000
Stone Repairs and Rendering	£	41,000
Basement Tanking	£	77,000
Electrical Re-wiring	£	252,000
Boiler and Heating Works	£	84,000
Internal Repairs and Decoration	£	116,000

FEES

Professional Fees	PATS	8%	£	62,160.00
	External Consultants	5%	£	38,850.00

TOTAL COST -**£ 879,000****Excludes:-**

VAT
 Surveys
 Internal Repairs
 Asbestos Removal

Includes:-

Prelims 16%
 Contingency 10%
 Professional fees 8% + 5%

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EAST RENFREWSHIRE COUNCIL25 February 2021Report by Head of Public Protection and Children's ServicesEAST RENFREWSHIRE'S CHILDREN AND YOUNG PEOPLE'S
SERVICES PLAN 2020-2023**PURPOSE OF REPORT**

1. This report presents "*At Our Heart*" East Renfrewshire's Children and Young People's Services Plan for the period 2020-2023. Council is requested to approve the content of the plan prior to being submitted to the Scottish Government. The plan was considered and noted by East Renfrewshire Council Education Committee on 21 January 2021 and East Renfrewshire Integration Joint Board (IJB) on 3 February 2021.

RECOMMENDATION

2. Council are asked to:
- a) acknowledge the duties of the Children and Young People Act 2014 as they relate to Part 3 Children's Services Planning, and;
 - b) approve the content of the Children and Young People's Services Plan for 2020-2023, prior to submission to Scottish Government.

BACKGROUND

3. Part 3 of the Children and Young People (Scotland) Act 2014 places children's services planning duties on local authorities and health boards. Section 8(1) of the Act requires every local authority and its relevant health board to jointly prepare a Children's Services Plan for the area of the local authority, in respect of each three-year period. A range of other relevant local and national bodies are expected to be either consulted with, or obliged to participate, at various stages of the development of the plan. It also requires the local authority and relevant health board to jointly publish an annual report detailing how the provision of children's services and related services in that area have been provided in accordance with the plan. Statutory guidance to support the preparation of plans was updated and re published in January 2020 and has confirmed that completed plans should be submitted to the Scottish Government after local approval.

4. In April 2020 the Scottish Government extended the submission date for new children's services plans due to the Covid19 pandemic. In East Renfrewshire this provided us with a further opportunity to consult with families on the final plan and also consider the impact that the pandemic is having on children, families and communities

CONTEXT

5. Section 9 of the Act sets out the strategic aims for a Children's Services Plan. Under these provisions every Children's Services Plan must be prepared with a view to securing the achievement of the following five aims:-

- (a) that "children's services" in the area are provided in the way which -
 - (i) best safeguards, supports and promotes the wellbeing of children in the area concerned,
 - (ii) ensures that any action to meet needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising,
 - (iii) is most integrated from the point of view of recipients, and
 - (iv) constitutes the best use of available resources,
- (b) that "related services" in the area are provided in the way which, so far as consistent with the objects and proper delivery of the service concerned, safeguards, supports and promotes the wellbeing of children in the area.

6. In addition key messages from Part 3 revised statutory guidance state that plans should include:

- A focus on primary prevention and early help
- Targeting the most vulnerable children and families
- A commitment to reducing child poverty
- A joined up services approach
- A commitment to engage communities
- Further implementation of the Getting it Right for Every Child (GIRFEC) approach
- The Getting it Right for Every Child Wellbeing Indicators as the means to evaluate impact
- A strategic commissioning approach to planning together
- Constitute the best use of available resources

7. The statutory guidance states that the Children's Service Plan must align with existing plans or those in development, as well as legislation to include:

- Community Planning Partnership Local Outcome Improvement Plans
- Local Health Board's Strategic Plan
- Child Poverty Strategies
- Early Years Strategy
- Corporate Parenting Plans
- Community Learning and Development Plans
- Early Learning and Childcare Strategy
- The Community Justice Act
- Community Empowerment Act
- Specifically Parts 1, 6, 9, 10, 11, 12, 13, and 18 of the Children & Young Peoples Act 2014

REPORT

8. The new East Renfrewshire Children and Young People's Services Plan 2020-2023 "*At Our Heart*" is our plan for children, young people, and families for the next three years and demonstrates our commitment to achieve the best possible outcomes for them during these challenging and uncertain times. Since 2002 when we published our first integrated children's

services plan we have come a long way towards achieving our shared vision to get it right for children and young people. The new vision for the 2020 - 2023 Plan has been created by a group of local children, young people, families and staff during the summer of 2020 when covid19 restrictions had been eased. We believe the vision the children and their families have developed is an inspiring and ambitious one and clearly sets out what they believe to be important to them. Our new vision is:

“East Renfrewshire’s children should grow up loved, respected and be given every opportunity to fulfil their potential. We want them to be safe, equal and healthy, have someone to trust, have friends, but most of all HOPE”.

9. In order to achieve the new vision we have agreed to frame our new Children and Young People’s Services Plan 2020-2023 within the national Getting it Right for Every Child agenda and the wellbeing indicators – *safe, healthy, active, nurtured, achieving, respected, responsible, included*. Along with this local partners have agreed a new *East Renfrewshire Approach to Improving Children and Young People’s Wellbeing* for the following three years including a suite of new priorities which will make a significant contribution to achieving the wellbeing outcomes, and new success criteria will help us judge how well we are doing, and consider the impact on the lives of children, young people and their families.

10. The Covid-19 pandemic, the national lockdowns, and the ongoing impact of the extensive restrictions, continue to affect all communities in East Renfrewshire, as they have elsewhere in Scotland and the UK. As the effect on children, young people, and families becomes more apparent East Renfrewshire Council and partners will adapt our Children’s Services Plan accordingly to ensure emerging needs are identified and where possible addressed.

FINANCE AND EFFICIENCY

11. As the children’s services plan is a multi-agency plan, costs associated with implementing the commitments detailed will be jointly met through individual departments and services devolved budgets.

CONSULTATION

12. Children’s Services Planning takes place within the wider context of community planning in East Renfrewshire. As such the production of this plan has over the last twelve months involved a process of extensive collaborative working between children’s services partners and related services as well as the important wider engagement that has taken place with children, young people, families/carers, and communities.

PARTNERSHIP WORKING

13. The Improving Outcomes for Children and Young People Partnership is the principal multi agency group that has responsibility for joint strategic planning and development of services for children, young people, and families in East Renfrewshire. The Partnership oversees the work of the four multi agency thematic planning sub groups in relation to the plan itself and its annual reports. These are – Additional Support Needs Group, Early Years Group, Corporate Parenting Group, and Young People’s Group.

14. All children’s services and most of the related services are represented on the strategic high level partnership along with the four thematic sub groups. This includes East Renfrewshire Council, the Health and Care Partnership, NHS Greater Glasgow & Clyde,

Police Scotland, and a range of other agencies including East Renfrewshire Culture and Leisure Trust, the Scottish Children's Reporter Administration, Skills Development Scotland, Voluntary Action East Renfrewshire, and partners in local and national voluntary organisations.

Policy

15. No immediate policy implications have been identified.

Staffing

16. No immediate staffing implications have been identified

Property

17. No immediate property implications have been identified.

Equalities

18. An Equalities Impact Assessment or a Children's Rights Impact Assessment of the new plan will be undertaken and the report will be issued once complete. The findings and recommendations will be adopted by the Improving Outcomes for Children and Young People's Partnership and delegated to the relevant thematic group and or service/agency as appropriate.

IT

19. No immediate IT implications have been identified.

CONCLUSIONS

20. The purpose of "*At Our Heart*" the new Children and Young People's Services Plan for 2020 - 2023 is to set out our vision for East Renfrewshire's children, young people, and their families and demonstrate our commitment to achieve the best possible outcomes for them especially in these challenging and uncertain times. The new plan is framed around *The East Renfrewshire Approach to Improving Children and Young People's Wellbeing* which includes a suite of new key priorities and success criteria. This approach is rooted firmly in the national Getting it Right for Every Child Wellbeing Framework which continues to underpin all that we do in East Renfrewshire.

RECOMMENDATION

21. Council are asked to:
- a) acknowledge the duties of the Children and Young People Act 2014 as they relate to Part 3 Children's Services Planning, and;
 - b) approve the content of the Children and Young People's Services Plan for 2020-2023, prior to submission to Scottish Government.

REPORT AUTHOR AND PERSON TO CONTACT

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Arlene Cassidy, Children's Services Strategy Manger
Arlene.cassidy@eastrenfrewshire.gov.uk

BACKGROUND PAPERS

CYP Act 2014 <http://www.legislation.gov.uk/asp/2014/8/contents>

Part 3 Statutory Guidance [Children and Young People \(Scotland\) Act 2014: Statutory Guidance on Part 3: Children's Services Planning – Second Edition 2020 \(www.gov.scot\)](http://www.gov.scot)

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“At Our Heart”

The East Renfrewshire Approach to Improving Children and Young People’s Wellbeing

East Renfrewshire’s Children and Young People’s Services Plan
2020-2023

FINAL DRAFT

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Executive Summary

Welcome to East Renfrewshire's Children and Young People's Plan for 2020-2023. The purpose of our plan is to set out the vision for children, young people, and families for the three years ahead, and to demonstrate our commitment to supporting them achieve the best possible outcomes especially in these challenging and uncertain times.

As in previous years and in accordance with the Children and Young People's (Scotland) Act 2014, local and national partners who deliver services for East Renfrewshire's children and families, have come together to design and publish our Children's Services Plan. Based on a wide ranging assessment of local needs, agencies have agreed a plan which has at its heart, the overarching aim of improving the wellbeing of local children, young people, and their families. Children's planning has a very high profile in East Renfrewshire and all partners have again demonstrated a genuine enthusiasm to engage with young people, parents and the communities they reside within. As such the assessment of needs includes what children and parents/carers have told us about their experience of living in East Renfrewshire and the challenges they may encounter.

During early spring this year East Renfrewshire's children's services partners agreed the approach for the next three year period and as a consequence the design of the Children's Plan began with a focus on our vision and values. Prior to completion a further consultation exercise with children and families was planned to ensure the framework was the right one however at this time the impact of the Covid-19 pandemic was apparent and the country entered a national lockdown. This subsequently resulted in a delay in finalising the East Renfrewshire children's services plan for 2020.

Another important event also took place earlier in 2020 with the publication of the national Independent Care Review report "The Promise". This long awaited report into the children's care system in Scotland is regarded as the most significant in a generation and it is anticipated it will have a fundamental impact on the design and delivery of *all* children and family services now and over the next decade. As local authorities are expected to commence with implementing the findings of "The Promise" report, East Renfrewshire Council and partners have reflected the importance it will have over the life time of the new children's services plan and beyond.

The Covid-19 pandemic, the national lockdown, and the ongoing restrictions, continue to affect all communities in East Renfrewshire, as they have elsewhere in Scotland and the UK. As the impact on children, young people, and families becomes more apparent East Renfrewshire Council and partners will adapt our Children's Services Plan accordingly to ensure emerging needs are identified and where possible addressed.

I would like to take this opportunity to thank all of the partner agencies for their contribution to the plan and for keeping children and young people at the heart of all that they do. We look forward to the delivery of the East Renfrewshire Children's Services Plan 2020-2023 and the improvements in the wellbeing of our children, young people and families.

Lorraine McMillan Chief Executive Officer
East Renfrewshire Council

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Introduction

Over the last year East Renfrewshire's children's services partner agencies have been working closely together to agree what our children and young people's service planning vision, outcomes, and priorities should be for the three years ahead. This is a very important task for us to undertake and all partners make a considerable commitment to participate in the development of the new three year plan as well as agree to oversee its delivery. Although 2020 has been an extraordinary year in every respect, we are publishing a plan based on a comprehensive analysis of existing local needs whilst at the same time we have attempted to quantify the impact Covid-19 is having on families and the unprecedented pressure it has placed on them. It is fair to say that our understanding of the impact is far from complete especially as we are still in the middle of living through the pandemic but our new plan has reflected some of the emerging evidence of need and will be flexible enough to allow us to further consider and respond and provide the help and support where and when it is needed. The new ***East Renfrewshire Approach to Improving Children and Young People's Wellbeing*** agreed for the following years is detailed below and illustrated on page 5.

Our Approach
East Renfrewshire's Children and Young People's Plan
2020-23

How we will measure our success

Our Vision

We want East Renfrewshire's children to grow up loved, respected and given every opportunity to fulfil their potential.

We want them to be safe, equal and healthy, have someone to trust, have friends, but most of all HOPE

7 Outcomes

1. Safe
2. Healthy
3. Active
4. Nurtured
5. Achieving
6. Respected/Responsible
7. Included

At our heart

Keeping children and young people safe
The mental and emotional wellbeing of children
Care experienced children and care leavers
Families
Children with complex additional needs

Our Priorities

1. Help families and carers give their children the best start in life in a nurturing, safe and stable home environment
2. Protect our most vulnerable children, young people, and families
3. Deliver on our Corporate Parenting responsibilities to our care experienced children and young people by fully implementing The Promise.
4. Respond to the mental and emotional wellbeing needs of children and young people
5. Ensure children and young people with complex needs are supported to overcome barriers to inclusion at home, school, and communities
6. Improve achievement and attainment for all children and young people
7. Support young people with their transition into young adulthood
8. Reducing the impact of poverty on children and families
9. Upskilling our children's services workforce

1. Exclusive breastfeeding 6-8 weeks most deprived SIMD
2. Dental decay decrease - P1 SIMD1
3. Uptake of free ELC for eligible two year olds
4. 0-2 year olds registered with a dentist
5. Children reach dev milestones start P1
6. Improved outcomes for children on completion of parent programme
7. Parents accessing family supports indicate improvement in their family wellbeing
8. Repeat GP presentations Family Wellbeing Service
9. Children accessing the Healthier Minds Service report improvements in their mental wellbeing.
10. Staff feel more knowledgeable and skilled to support mental wellbeing and trauma
11. Young people in transition with a plan at age 16
12. Young people with additional needs with an identified positive post school destination
13. Engagement/feedback sessions with parents/carers/young people
14. Community activities for children with complex needs
15. Young people report their school encourages them make healthy lifestyle choices.
16. SALSUS survey responses
17. Young people participating in diversionary activity
18. Young people involved in ERC Youth Participatory Budget
19. Pupils enter positive destinations
20. Pupils taking part in out of class activities/clubs
21. Number of identified young carers
22. Obese children in primary 1
23. Looked After Children more than one placement
24. Children looked after away from home who have a permanence recommendation within 6 months
25. School attendance looked after children
26. Looked after young people gain achievement awards
27. Looked after children/young people achieve their expected CfE levels in Literacy and Numeracy
28. Children/Young People participate in Champions Board/Mini Champs
29. Children/young people take up Who Cares Scotland advocacy service
30. For Your Entertainment scheme take up
31. Family Firm participation rates

Our Vision is underpinned by

Relational based practice

Listen to children and promoting their participation

A focus on the strengths and assets of families

A trauma informed workforce

The East Renfrewshire Approach to Improving Children and Young People’s Wellbeing

“At Our Heart”, Vision, Outcomes, Priorities

The **vision** for the 2020-2023 Children and Young People’s Plan, agreed by partners during this year is the following:

“East Renfrewshire’s children should grow up loved, respected and be given every opportunity to fulfil their potential.

We want them to be safe, equal and healthy, have someone to trust, have friends, but most of all HOPE”.

We are immensely proud of our vision specifically the role our children, young people and families played in creating it.

In order to achieve the vision, we have agreed to frame and name our Children and Young People’s Services Plan 2020-2023 around **The East Renfrewshire Approach – “At Our Heart”** as illustrated above on page 5. This approach is rooted firmly in the national **Getting it right for every child** wellbeing framework which underpins all that we do in East Renfrewshire. We have also established a suite of new **priorities** which we believe will make a significant contribution to achieving the **wellbeing outcomes** and the new **success criteria measures** will help us judge how well we are doing across the partnership and the impact we are making to the lives of our children and young people and their families. The message we want to communicate to East Renfrewshire’s families is that the needs and concerns of children and young people are **at the heart** of what we do and we will ensure this is the case for the life of this plan and beyond.

Progress towards achieving our vision, outcomes, and priorities will also contribute towards the success of the local **East Renfrewshire Community Plan** and the **Scottish Government’s National Performance Framework**. The Community Plan sets out the high-level ambition for East Renfrewshire for the following ten years and is structured around five strategic priority areas following the key life stages of local people, the most relevant for children’s planning being **Early Years and Vulnerable Young People**, the key outcomes which sit alongside this and the emphasis on tackling inequalities.

Similarly the values and aspirations of the **National Performance Framework** very much mirror those agreed by East Renfrewshire’s local partners in that we will do all we can to ensure:-

“..our children grow up in an atmosphere of happiness, love and understanding. We enhance their life chances through our early years provision and by supporting families when they need it. We ensure childhood is free from abuse, tobacco, alcohol, drugs, poverty and hunger. Our children are not left worried or isolated. We include and involve children in decisions about their lives and world, and protect their rights, dignity and wellbeing. Our communities are safe places where children are valued, nurtured and treated with kindness. We provide stimulating activities and encourage children to engage positively with the built and natural environment and to play their part in its care. We provide the conditions in which all children can be healthy and active. Our schools are loving, respectful and encouraging places where everyone can learn, play and flourish. We provide children and young people with hope for the future and create opportunities for them to fulfil their dreams.”

(Scottish Government’s Vision for Children and Young People National Performance Framework).

At Our Heart

Mental and Emotional Wellbeing of Children and Young People

For most of the time children and young people will experience good mental health along with the normal challenges and stresses of growing up. They will benefit from positive and helpful support for their wellbeing from their family at home, in the early years and at school, and they will not require any extra help over and above that from the people they see on a daily basis. There will of course be a proportion of children and young people who will need extra help at some point, some of whom may even require additional or specialist services intervention. This may be because of factors relating to their development or health profile or because of the impact of adverse experiences on them, their family or community.

There is a recognition however that mental and emotional health issues among children and young people appear to have significantly increased in the past few years. This is not only the case in Scotland but also across the UK, and other developed countries. A Children and Young People's Mental Health Taskforce was jointly commissioned by the Scottish Government and COSLA in 2018 to investigate the level of need and in particular the barriers to accessing specialist services. In the Taskforce’s report findings it provides recommendations and advice to support the redesign and rapid expansion of service responses to mental health problems from birth to 25 years and concludes “*a whole system approach to addressing children’s mental health needs, ensuring preventative action to reduce need, and a prompt and proportionate response which improves outcomes for all children who need support or treatment.*”

As a local authority, East Renfrewshire has recognised the extent of mental health concerns among our children’s population, and in our previous Children and Young Peoples Services Plan 2017-2020, we agreed mental and emotional wellbeing as a key priority.

In November 2019 a co-production event which included children, young people and parents/ carers as well as a cross section of the local children's workforce took place. The purpose was to determine what support would best meet the needs of our families and school communities locally. Overwhelmingly, there was support for relationship-based and nurturing approaches which bridged the gap between school and home. In particular there was a shared view that in many instances help for a child or young person would be best placed in the context of the child's family network. It was agreed from this event to develop a blended model of support which would incorporate new as well as existing approaches.

Since this time the impact of the Covid-19 pandemic has exacerbated the circumstances of many children, young people and families, and we are now seeing a significant rise in the number of those experiencing challenges with their mental health and wellbeing. In response to this a multi-stakeholder Healthier Minds Service approach aligned to school communities has been developed to identify and ensure delivery of mental wellbeing support to promote children and families' recovery. This will work alongside our existing Family Wellbeing Service which links to GP practices. Furthermore during the last year we launched our Healthier Minds Framework.

This evidence based guide for children, young people, families and practitioners, outlines ways to support mental wellbeing in a holistic way and provides information about service and resources that can help at different stages in time.

Improving the mental and emotional wellbeing of children and young people will continue to be one of the highest priorities for East Renfrewshire Council Education Service and for East Renfrewshire Health and Social Care Partnership (HSCP) as we go forward over the next three years. Together all partners in East Renfrewshire are building an approach to mental health support for children, young people and families that will ensure they receive the right care and interventions at the right time and in the right place.

Our Corporate Parenting responsibilities and our commitment to #KeepThePromise

When a child or young person becomes looked after– at home or away from home - the local authority, health board, and a number of other public bodies take on the role of Corporate Parent. Corporate Parenting is the collective responsibility of the council, elected members, employees, and the other key partner agencies, to provide the best possible care and protection for our looked after children. This also means that each specified public body has the statutory responsibility to act for a looked after child in the same way that every parent wants to act. We want the best for our children, to see them flourish with good health, to be safe and happy, to do well in education and enjoy healthy relationships. We want our children to make the most of the available cultural and leisure opportunities, and to develop towards adulthood fully prepared to lead independent lives. Importantly, we want young people to progress into a positive post school destination, whether this be further or higher education or employment and to be financially secure.

Whilst East Renfrewshire's partner agencies are fully committed to improving the life chances of our looked after and care experienced children and young people we are also aware that there is more to be done to enable us to achieve our goal of being the best possible parent we can

be. Recently our multi agency Corporate Parenting Group worked with the East Renfrewshire Champions Board - our care experienced young people's participation group - to agree a set of new local priorities. These priorities are now included in this Children and Young People's Service Plan for 2020-2023, along with a suite of measures to track the progress we are making. Integral to these priorities are the findings of *The Promise*, the national 'root and branch' review of the Scottish care system which was published in February 2020. The Care Review has set out how change will take place in a phased way, from 2020-2030.

The publication of *The Promise* is important because over the three years between 2017 and 2020, the Care Review heard from over 5,500 care experienced infants, children, young people and adults about their experiences of the 'care system' in Scotland, and listened to their views about what needed to change. We are proud that looked after and care experienced young people from East Renfrewshire participated in many of the Care Review's events and activities, sharing their stories about what has worked for them, but also articulating very clearly what could have been done better. As implementation of phase one of *The Promise* is from 2020-2024 and the East Renfrewshire Children and Young People's Services Plan timeline is 2020-2023, there will be opportunities to incorporate newly emerging learning and actions as they unfold. This will also enable local partners to consider how these actions can best be achieved and the resources required. This is why one of our agreed priorities is to implement *The Promise*. We will continue to work closely with our local Champions Board and our Mini Champs to ensure that East Renfrewshire delivers on the priorities agreed with our looked after and care experienced children and young people and #KeepThePromise.

Keeping children and young people safe – Our commitment to working with children, young people, their families and carers

We understand that when a child or young person has been harmed or is at risk of harm this can be a very difficult time for them and their family/carers. The East Renfrewshire Child Protection Committee Improvement Plan 2020-2023 focusses on how we can work with children, young people and their families as well as our partners to ensure that children are kept safe in their families and communities.

We recognise that Covid-19 and the lockdown restrictions have had an impact on our children, young people and their families. We want to work with them and our partners to ensure that they receive the right support at the right time to minimise any risks that have arisen from the pressures created by lockdown. We will ensure that children, young people and their families are involved in every step of the process and where we need to do an assessment of their needs and circumstances that they are part of this. We also want children, young people and their families to be part of meetings so that they can contribute to their plans for keeping them safe. We also want children, young people and their families to tell us what is working well and what we can do to improve our services. This feedback will allow us and our partners to ensure that we all work together to keep children safe.

The National Child Protection Guidance for Scotland (2014) is being revised and due for publication in 2021. We will ensure that our local guidance and processes reflect this national guidance.

Supporting families

In East Renfrewshire we recognise the important role that local services can play in promoting family wellbeing and supporting families to lead safe, happy and healthy lives. Although families are generally the best source of care and nurture for their children, many parents and carers across the authority will from time to time need help, and we want them to be able to access this help where and when they need it, and for as long as is required, to protect and promote their children's wellbeing. In East Renfrewshire services for families are primarily based on prevention and early help such as those provided by the universal services of health visiting, early years settings, and schools but there is also a range of more targeted or specialist support available for those who require it, from health, social work, education and local third sector providers. Family support is already effectively integrated into existing service provision, is strengths based in the way it works in partnership with parents and children, and is rooted in the *Getting it right for every child* wellbeing approach.

The need for well-resourced, supportive, accessible and timely supports for families, was a strong theme throughout the Independent Care Review and this has now been articulated in *The Promise*. As we go forward with making the changes required by The Promise we will be evaluating areas of support to families to ensure they will meet the new emerging needs that families will present with over the next three years.

Children and young people with complex additional needs

Our Children and Young People's Services Plan has placed improving the wellbeing of children and young people with complex additional needs within our highest priorities for the following three years. Engagement activity carried out by East Renfrewshire Council, HSCP, and local third sector organisations indicates that families are satisfied with many of the services their children can access from early years settings, schools, health and social care and wider community support, but there are areas where improvements need to be made to remove barriers and widen access and inclusion further. In particular personalisation and transitions are areas parents and young people have identified as requiring re-evaluated and we agree there is more to be done to make these experiences more meaningful ensuring we fully meet expectations.

The key to improving quality and access for children with complex needs is effective multi agency partnership working within the communities children reside, especially between health, social care, education, local third sector organisations. The local children's planning sub group tasked with improvement work in this area draws its membership widely and from all the key partner organisations that can effectively contribute to making the necessary improvements. Importantly established links with parents and young people's groups and forums already exist but our intention is to build upon these to ensure we can capture the breadth of views and experiences that may be held.

The Rights of Children and Young People

East Renfrewshire is committed to ensuring that children and young people are at the heart of decisions which affect them and effectively participate in wider civic society. This is important at both national and local level, including the Scottish Government, local authorities, community planning partnerships, health boards, schools, community councils and other places where decisions are made that will affect children and young people.

We are committed to ensuring the rights of and improving outcomes for all of our children and young people. We respect children's right to family life and to grow up loved, safe and respected so that they can reach their potential. We also understand our additional responsibility to protect the rights of particular groups of children and young people who experience barriers to success and achievement or whose rights are threatened by abuse or poverty. For those children who need additional support, we work with children and their families to assess their circumstances and make decisions with families. We seek children's views on a wide range of issues using appropriate and inclusive tools. We routinely consult with children when new policies are being developed and reviewed.

In December 2018 the Scottish Government published an Action Plan, setting out the activities to be undertaken until 2021 to progress Children's Human Rights. This Action Plan was developed with children and young people and key stakeholders and acknowledges the need for strategic actions that can deliver genuine transformational change in how children's rights are understood and experienced. A progress report on the first year of the Action Plan was published on 20 November 2019. These actions include commitments to incorporate the UNCRC into domestic law; develop and deliver, through co-production, a programme to raise awareness and understanding of children's rights; develop a strategic approach to children and young people's participation; and to evaluate the Child Rights and Wellbeing Impact Assessment. East Renfrewshire Council, and our Health and Social Care Partnership (HSCP) and Culture and Leisure Trust (ERCL) take full account of all national legislation, plans, policies and strategies. All our departments and teams are committed to the promotion and protection of children's rights, in line with the United Nations Convention on the Rights of the Child.

Creating a Trauma Informed Workforce

Adverse childhood experiences are highly stressful and potentially traumatic events or situations that occur during childhood and/or adolescence. These experiences can include violence, neglect, grief and loss, and can have a long lasting effect on people's physical and mental health, affecting how they behave and their relationships with other people in their lives. Acknowledging the impact of such adversity East Renfrewshire HSCP Children's Services along with other local children's services partners have for a number of years, been working from a trauma informed standpoint. By definition being *trauma informed* means being able to recognise when someone may be affected by trauma, adjusting how we work to take this into account, and responding in a way that supports recovery, does no harm, and recognises and supports people's resilience.

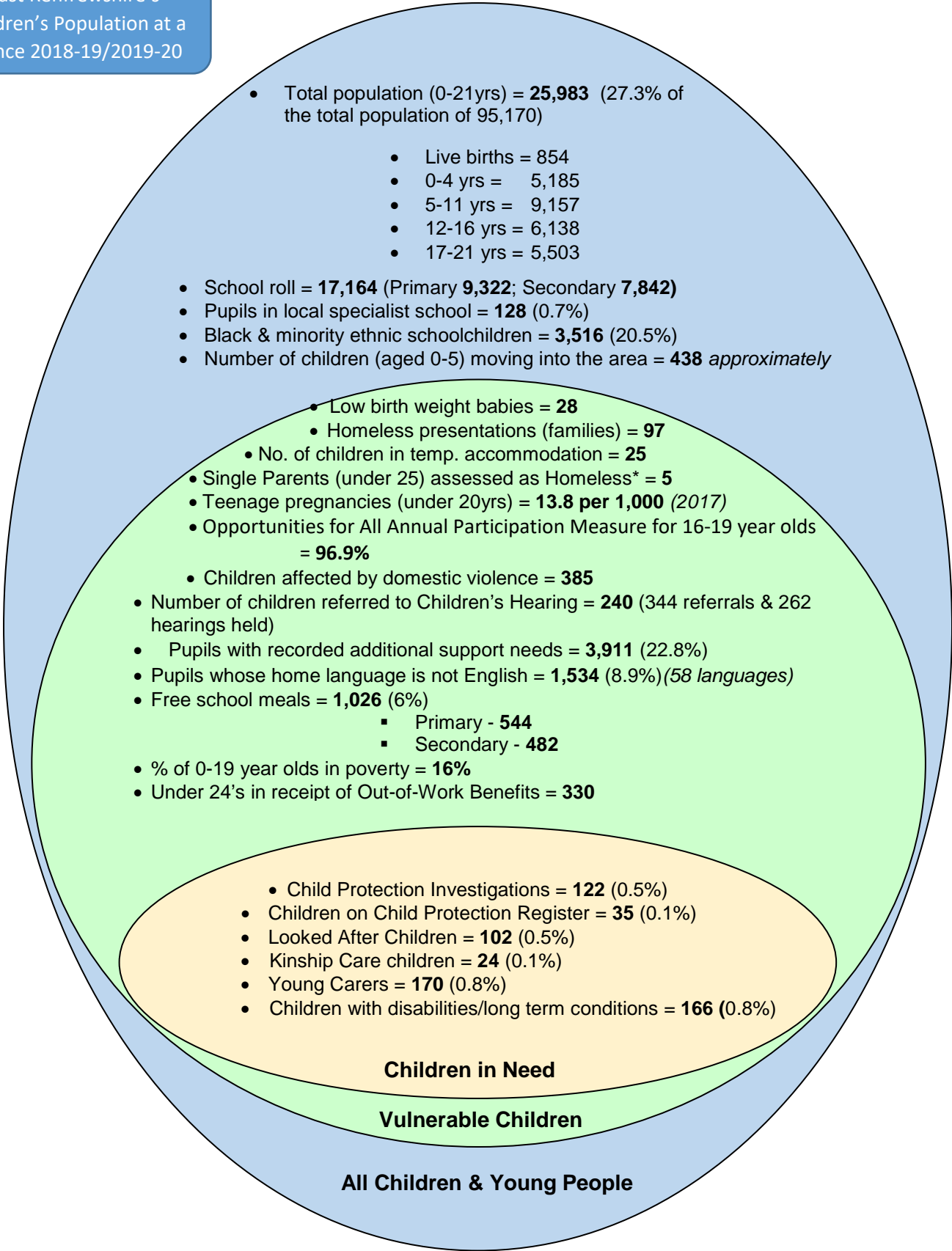
Recently the Scottish Government's Programme for Government made a commitment to preventing adverse childhood experiences (ACES) and to supporting the resilience and recovery of all children and adults affected by trauma. In order for this aim to become a reality a National Trauma Training Programme has been created for the purpose of developing a trauma-informed and trauma-responsive workforce across Scotland. In East Renfrewshire partners have agreed that equipping our children's workforce to respond to trauma in the right way is vital and as such we have agreed to participate in the national training program to develop our own local Trauma Champions and embed the knowledge and skills necessary across all partners who work with children and young people. This will ultimately enable us to build on the considerable work already undertaken in this area and effectively develop and sustain a workforce that is able to respond to the needs of everyone affected by psychological trauma.

Impact of child poverty

Whilst East Renfrewshire Council has some of the lowest levels of child poverty in Scotland local rates have been increasing since 2012. Although it has tended to be more concentrated in specific communities, it is important to understand that child poverty exists across the whole authority. As we are all aware poverty impacts on the health and wellbeing of parents/carers and children and young people and can have long term effects on outcomes into adulthood. The need to tackle the damaging effects of child poverty is now in sharper focus during the Covid-19 pandemic and although this pandemic is primarily a public health emergency it is also having a hugely significant financial impact on communities and the lives of individuals and families.

East Renfrewshire's Community Planning Partnership is committed to reducing the impact of poverty on children and families. The *Fairer East Ren Delivery Plan* focuses on the actions local partners have agreed to undertake together as well as individually to reduce inequalities. These are particularly focused on reducing the impact of poverty on children and links to the broader landscape of children's services which focuses on enhancing wellbeing. Tackling child poverty is at the core of Fairer East Ren's focus to minimise inequalities of outcomes across East Renfrewshire and is in line with the Scottish Government's Fairer Scotland Action Plan taking into account the new duties required under the Child Poverty (Scotland) Act. Our Local Child Poverty Action Report details our local actions focussing on maximising incomes, reducing costs and improving the wellbeing of families facing poverty. Our Children and Young People's Services Plan 2020-2023 will complement this work.

East Renfrewshire's
Children's Population at a
Glance 2018-19/2019-20



The East Renfrewshire Approach to Improving Children and Young People's Wellbeing

2020-2023

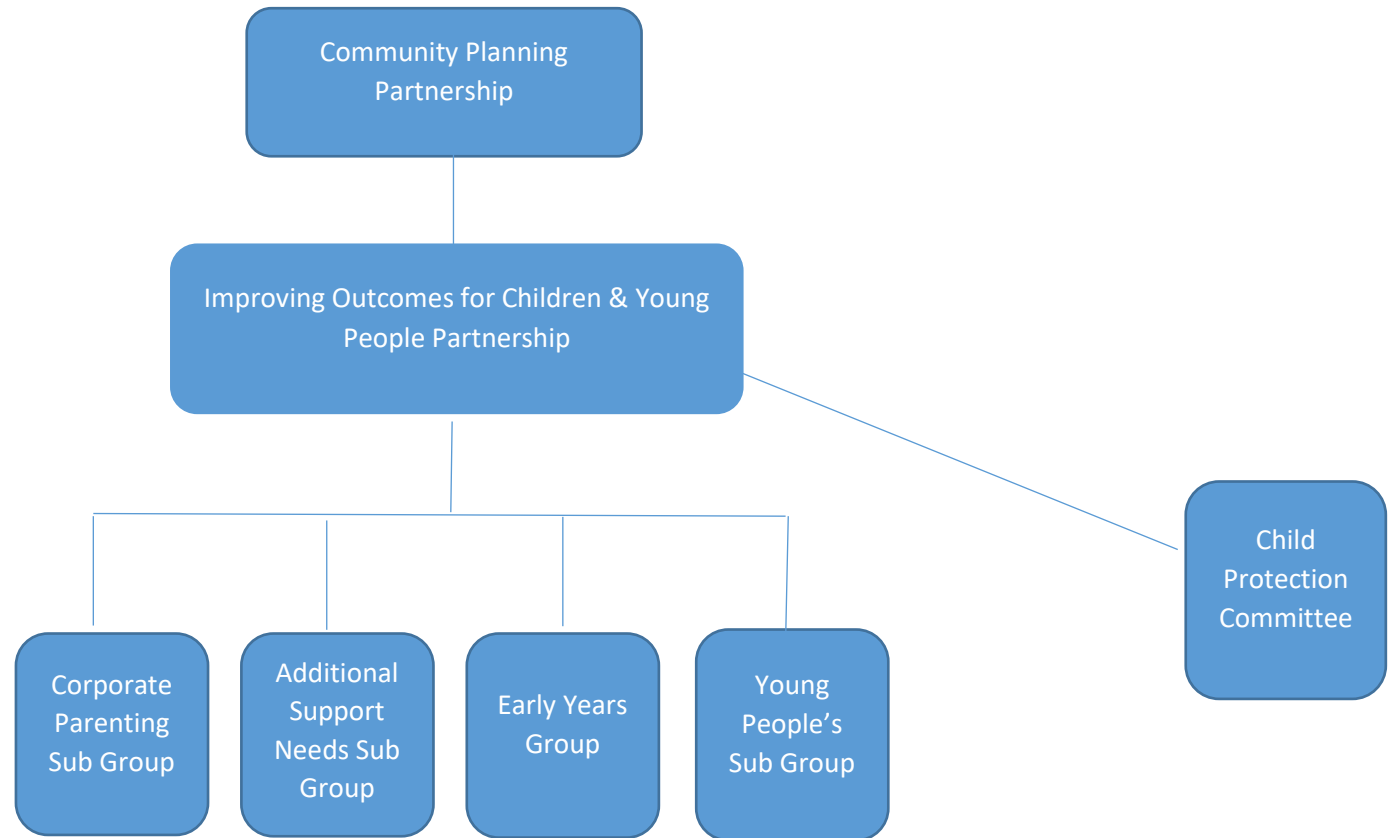
Priority 1. We help families and carers give their children the best start in life in a nurturing, safe and stable home environment	
Our contribution to making this happen	How we will measure our progress
Increase in activities which support prevention and early intervention, improve outcomes and reduce inequalities.	% increase in exclusive breastfeeding at 6-8 weeks in most deprived SIMD data zone (INCREASE) % of 0-2 year olds registered with a dentist Proportion of children reaching their developmental milestones by start of P1. Percentage of obese children in primary 1 Dental decay - P1 SIMD1 (most deprived areas)
Priority 2. Protect our most vulnerable children, young people, and families	
Our contribution to making this happen	How we will measure our progress
Increase in activities which support prevention and early intervention, improve outcomes and reduce inequalities.	% increase in improved outcomes for children on completion of parent programmes % of parents accessing family supports indicating an improvement in their family wellbeing % increase in number of identified young carers Young people participating in diversionary activity

Priority 3. Ensure children and young people with complex needs are supported to overcome barriers to inclusion at home, school, and communities	
Our contribution to making this happen	How we will measure our progress
A community which supports and promotes inclusion for young people with additional support needs.	<p>% of young people in transition to young adulthood with a transition plan by age 16 years</p> <p>% increase in community activities for children with complex needs</p>
Priority 4. Deliver on our Corporate Parenting responsibilities to our care experienced children and young people by fully implementing The Promise.	
Our contribution to making this happen	How we will measure our progress
<p>Settled, secure, nurturing and permanent places to live, within a family setting for all care experienced children and young people.</p> <p>Services and Corporate Parents that are welcoming, inclusive, supportive, and provide opportunities for children and young people to express their views.</p> <p>Accessible, timeous, and effective health interventions.</p>	<p>% Looked After Children with more than one placement within the last year</p> <p>% of children who are looked after away from home who have had a permanence recommendation within 6 months</p> <p>% increase in children and young people who take up Who Cares Scotland advocacy service</p>
Priority 5. Respond to the mental, emotional, and health and wellbeing needs of children and young people	
Our contribution to making this happen	How we will measure our progress
<p>Learning opportunities and activities that provide accurate information to support young people to make safer and informed lifestyle choices.</p> <p>Our children and young people experiencing the highest standards of physical,</p>	<p>% reduction in the number of repeat presentations to GP's for children/young people (Family Wellbeing Service)</p> <p>% of pupils reporting they take part in out of class activities and clubs</p>

<p>mental and emotional health, with access to universal and specialist healthcare services.</p>	<p>Children and young people accessing the Healthier Minds Service report improvements in their mental wellbeing.</p> <p>SALSUS survey responses</p>
<p>Priority 6. Improve achievement and attainment for all children and young people</p>	
<p>Our contribution to making this happen</p>	<p>How we will measure our progress</p>
<p>Our care experienced children and young people enjoying high quality, nurturing learning experiences which support opportunities for personal achievement.</p> <p>Nurturing the interest and talent of our children and young people in sports, arts, and leisure.</p> <p>Learning experiences which are high quality and support opportunities for personal achievement.</p>	<p>% increase in looked after young people gaining achievement awards</p> <p>% of looked after children and young people achieve their expected CfE levels in Literacy and Numeracy, by the end of P1, P4, P7 and S3.</p> <p>% school attendance for looked after children (Primary and Secondary)</p>
<p>Priority 7. Support young people with their transition into young adulthood</p>	
<p>Our contribution to making this happen</p>	<p>How we will measure our progress</p>
<p>An increase in activities which support young people with complex needs to achieve and sustain a positive transition into young adulthood and make safer and informed lifestyle choices</p> <p>Policy and processes to support children and young people to remain in a positive care placement until they are ready to move on and / or good quality accommodation with options to support their needs.</p> <p>An increase in activities which support young people to achieve and sustain a positive transition from school into further or higher education, training, or work.</p>	<p>% increase in young people with additional needs with an identified positive post school destination</p> <p>Young people report their school encourages them to make healthy lifestyle choices.</p> <p>Number of young people involved in ERC Youth Participatory Budget process</p> <p>% increase in looked after Children and Young People participating in Champions Board and Mini Champs activity</p>

<p>Services that promote the UNCRC and opportunities for children and young people to be involved in decision making concerning their life, health and community.</p>	
<p>Priority 8. Reducing the impact of poverty on children and families</p>	
<p>Our contribution to making this happen</p>	<p>How we will measure our progress</p>
<p>Frontline staff recognise the signs of poverty.</p> <p>Children and their families have opportunity to be involved in shaping local policies and measures to reduce the social and economic impact of poverty</p>	<p style="text-align: center;">% increase in FYE scheme take up</p> <p style="text-align: center;">% increase in uptake of free ELC for eligible two year olds</p> <p style="text-align: center;">Family Firm participation rates</p> <p style="text-align: center;">% of pupils entering positive destinations</p>
<p>Priority 9. Upskilling our children's services workforce</p>	
<p>Our contribution to making this happen</p>	<p>How we will measure our progress</p>
<p>A workforce who can provide appropriate and proportionate mental health responses for children and young people and have the confidence to support families most in need.</p> <p>A speech, language and communication informed workforce.</p> <p>A community and workforce which promotes, encourages and supports healthy relationships, tolerance and inclusion.</p> <p>Relational based practice</p>	<p>Number of engagement/feedback session with parents/carers and young people's groups</p> <p>Staff report that they are more knowledgeable and skilled to support mental wellbeing and trauma.</p>

Working in Partnership – East Renfrewshire Children’s Services Planning Partnership



What we spend on services for children and families

Expenditure on Children's Services 2020/2021		
East Renfrewshire Council		£s
	Education	141,554
	Community Learning and Development	633,800
	Housing	560,000
	Environment - Family Firm/Youth Employability Programme/ Parental Employment Support	131,500
East Renfrewshire HSCP		
	Children and Families	9,674,542
	Health Visiting and School Nursing	1,615,000
	Specialist Children's Services	714,000
	Speech and Language Services	229,000
Community Planning Partners and Partner Agencies		
	Culture and Leisure Trust	3,202,000
	Skills Development Scotland	1,704,000
	Children 1st	375,000
Total		£18,980,396.00

How we evaluate and report on improvement

Implementation of the plan and evaluating its impact is a key responsibility of all children's planning partners. To support this task each year through the work of the Improving Outcomes for Children and Young People Partnership we will produce an annual performance report to demonstrate progress towards achieving the actions, outcomes and targets that have been agreed.

All four of the children's planning groups will work to a delivery plan with clear actions and the co-chairs of each group will report directly to the Improving Outcomes for Children and Young People Partnership on what is being achieved and also any challenges that are being experienced. The latter will scrutinise performance reports and provide support to the children's planning groups when necessary to find solutions to any challenges they encounter. The Children's Plan Annual Reports will be submitted to appropriate Council and HSCP committees each year.

Measuring Success

A suite of critical indicators has been agreed by local partners - drawn from national and local data sources - to gauge the extent to which we are collectively making progress on the wellbeing outcomes for children, young people and families. We are confident this set of indicators will allow us to measure improvement and identify areas of strength as well as areas where we need to redouble our efforts. In addition to these we will draw on other evidence and information to determine whether our activities are having the intended impact. This will include analysis of local improvement and evaluation activity carried out by partners. However the most important source of information on how well we are doing is from children, young people, and families themselves, and their experiences and views will be the final arbiter of whether we have got it right or not. In view of this we will be working even harder to ensure our services operate in a way that openly invites feedback and encourages frequent communication and dialogue with those who are using our services. This is especially important for children and families who are disadvantaged, or experiencing a range of complex difficulties.

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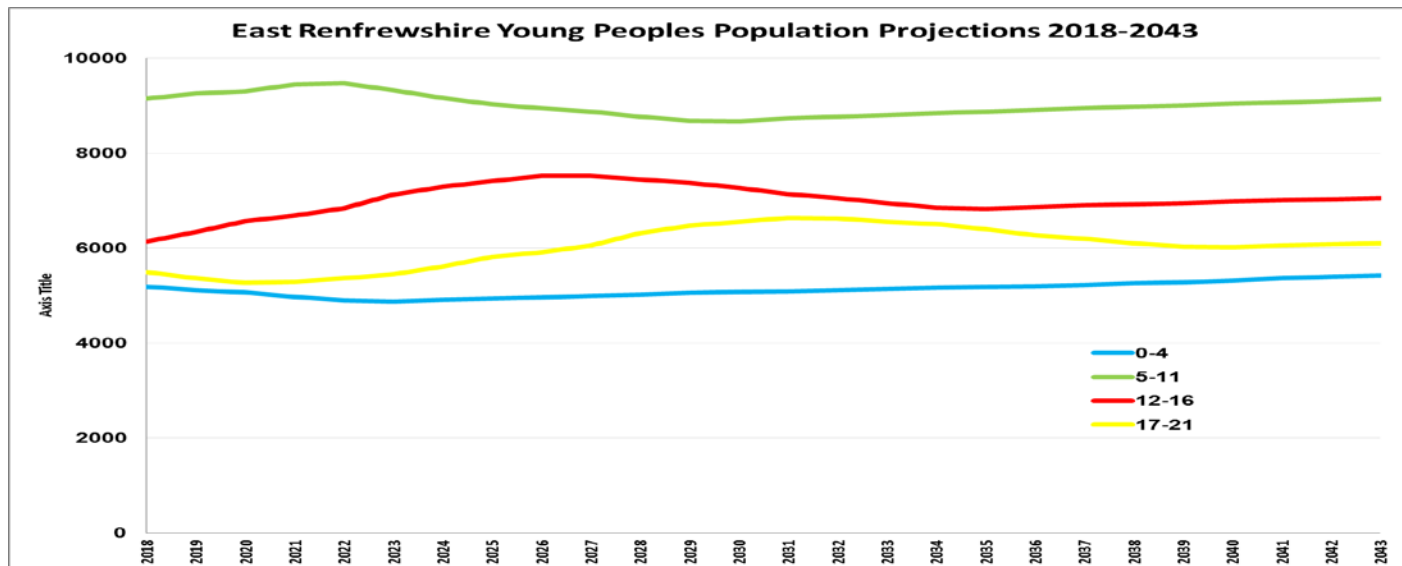
Appendix 1

Profile of Children and Young People’s Needs in East Renfrewshire

Children and Young People’s Population

East Renfrewshire has a population of approximately 96,000 people that is projected to grow to 108,000 by 2043 (2018 based). Some 22% of the population are aged 16 years or under. The total children and young person’s population (0-21 years) is currently around 26,000 with live births per year numbering around 800. This equates to a fertility rate of 51 live births per 1,000 women (aged 15-44) and compares favourably with the Scotland rate of 48.4 live births per 1,000 women. There are 19,525 individuals aged between 0 and 15, this is the highest proportion of children in any local authority in Scotland. One in every five people living in East Renfrewshire is a child.

From the graph below we can see that approximately 5,000 children are currently under 5 years, 8,600 are between five and eleven, and just over 6,000 fall within the twelve to sixteen age group; it is this group.



The number of children and young people aged 0-15 has consistently increased over the last 10 years and has increased by nearly 3% since 2017. The picture across East Renfrewshire differs with the communities of Giffnock (-0.7%), Netherlee and Stamperland (-1.8%) and Clarkston and Williamwood (-2.3%) experiencing a reduction in the number of children and young people. However, all other areas increased the number of children and young people living within them. Projections also show the children and young people cohort continuing to grow over the next 25 years.

There is an increasing pattern of more people entering East Renfrewshire than leaving. In 2018/19 nearly 500 more children (0-14) migrated into the area than left, further adding to the number of children in the population. These levels of migration were the highest levels of any local authority. In comparison between 2017 and 2019, East Renfrewshire experienced a 8.8 per cent decrease in the number of births, dropping from 886 in 2017 to 808 in 2019. The number of births in Scotland declined by 5.7 per cent between 2017 and 2019.

Household Composition

East Renfrewshire has a higher than the Scottish average percentage of households with married / civil partners and dependent children (21.1 per cent). Joint second highest in Scotland for percentage who are married or same sex couples with the second lowest proportion of divorcees. Lone parent families accounted for 10 per cent of all households.

Ethnicity

Most people in East Renfrewshire (94 per cent) report their ethnicity as 'White'. The majority of these people belonged to the 'White: Scottish' category (87 per cent). The 'White: other British' was the second largest category at 4.1 per cent. Of the 'White' ethnic group, 2.9 per cent identified as 'non-British White' including 1.5 per cent of 'White: Irish' and 1.2 per cent 'Other: White' with 0.2 per cent 'White: Polish'.

Minority ethnic groups in East Renfrewshire have grown in size between 2001 and 2011, and generally, lived in more mixed areas in 2011, compared to 2001 (Table 4). The 'Asian' population showed the largest increase and now represents 5 per cent of the total East Renfrewshire population. 'Mixed or multiple' ethnic groups represented 0.4 per cent and 'Other Ethnic' groups 0.3 per cent of the population. The 'African, Caribbean or Black' groups made up 0.1 per cent of the population.

Religion

In the Census of 2011, there was a much higher percentage of people in East Renfrewshire who stated they have a religion (73 per cent) when compared with Scotland as a whole (63 per cent). After Christianity, the next largest reported religion is 'Muslim' which represents 3.3 per cent with an increase of 1.2 per cent from 2001. This is followed by 'Jewish' at 2.6 per cent which represents 41 per cent of the 'Jewish' population in Scotland. The other religions combined (including 'Hindu', 'Buddhist', 'Sikh' and 'Other religion') represented a further 1.4 per cent.

Socio Economic Factors

There are around 3,600 children living poverty within East Renfrewshire. This amounts to 16% of children living in East Renfrewshire. This is lower than the Scottish average and comparable with East Renfrewshire's family group in the Local Government Benchmarking Framework. However, there is disparity in levels of poverty across the authority; varying from around one in twenty children living in poverty in the more affluent areas, to almost one in three in the less affluent areas.

Within East Renfrewshire there are over 11,500 households with children. Around 2,200 of these are lone parent households, a group at greater risk of poverty. It is projected that there will be over a 30% increase in the number of lone parent households 2026, which is much higher than the average Scottish increase. It is projected that lone parent households will make up a greater proportion of the households in East Renfrewshire by 2026 growing to 7%.

However within East Renfrewshire there are some communities considerably more deprived than others. Across East Renfrewshire 6.6% of the 18-24 age group were unemployed and claiming benefit in October the Scotland wide figure was 8.8%. Although East Renfrewshire has a proportionately large population of children living in the area, proportionately child poverty levels in comparison to the national average, are very low. However, there is disparity in levels of poverty across the authority; varying from around one in twenty children living in poverty in the more affluent areas, to almost one in three in the less affluent areas.

Out-of-Work Households: Six per cent of children in East Renfrewshire live in out of work households. This is significantly below the Scottish rate of 13.9%. However, there are significant differences across the authority area - 1.3% of children in Netherlee, Stamperland and Williamwood live in out of work households, whilst this figure rises to 18.7% in Barrhead. In terms of children with complex additional needs 3.9% of East Renfrewshire's 0-15 population were also in receipt of Disability Living Allowance compared to 4.7% nationally.

Free School Meals Entitlements: Another useful indicator of levels of deprivation among families is free school meals entitlement rates. At September 2019 6.3% of the primary and secondary school population were in receipt of free school meals, taking standard entitlement into consideration (however all P1-P3 children are entitled to and registered for free school meals). As expected, entitlement is concentrated mainly within the localities where deprivation levels are highest.

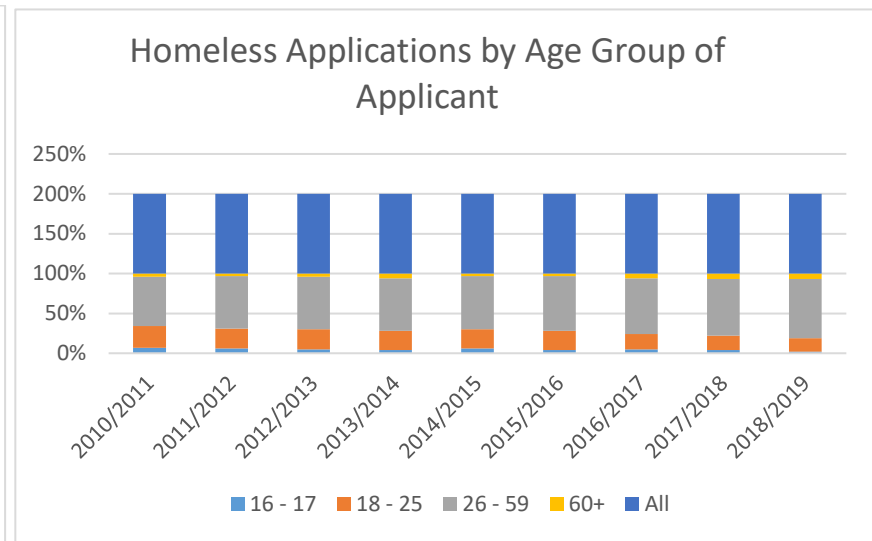
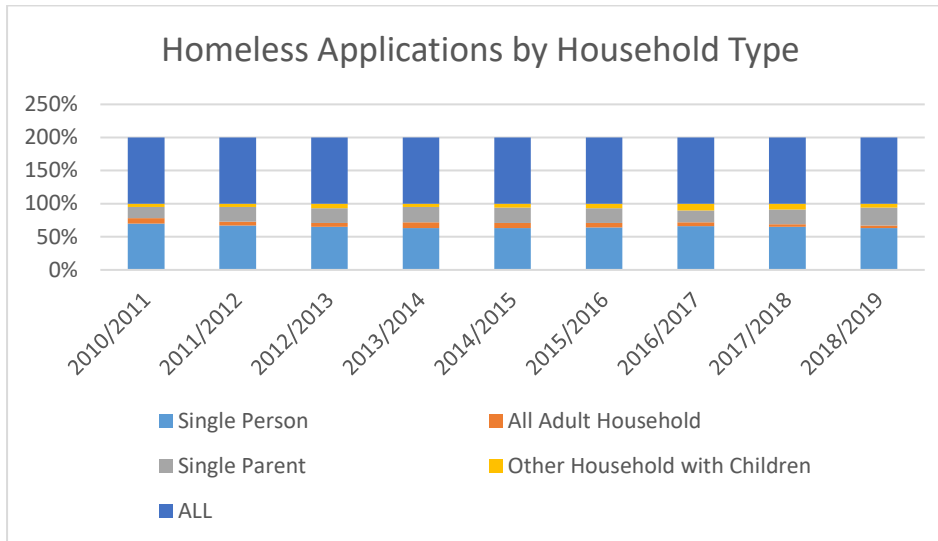
Economic Impact of Covid – top level data

ERC has had a 137.1% increase in unemployment between January and May 2020 (third highest % increase in Scotland). 2300 ERC residents are on the Income Support Self Employment scheme and 744 Business Support Grants have been issued. By end of first lockdown 10,100 residents were on furlough.

Housing

The Council's Housing Service and partners RSLs continue to prioritise the rehousing of vulnerable households faced with homelessness, and to respond to the Scottish Government's requirements to drive down the instances of homelessness and length of time people who are homeless wait to be suitably rehoused. The average length of time in temporary accommodation in 18/19 for homeless households was 98.5 days; a decrease from 108.9 days in 17/18, and reflects the pressure we have for additional affordable housing to be made available.

While applications from homeless families have increased slightly in 2018/19 as a proportion of overall applications, there has been an ongoing drop in the young people 25 and under who have had to make a homeless application, in part due to the other protocols we have in place to prevent this occurring.



Education

East Renfrewshire Council's Education Department has a strong reputation and record of high levels of attainment and sector leading evaluations of pupil experiences from HMIE evaluations. East Renfrewshire Council's Education Department is fully committed to securing positive outcomes for all children and young people.

The department's vision statement – 'Everyone Attaining, Everyone Achieving through Excellent Experiences' – clearly demonstrates an ambition for all children and young people and sets out the responsibility placed on everyone who works in education to meet the needs of all and develop their skills and capabilities. There is a consistent focus on excellence and equity and all educational establishments ensure that efforts and resources are targeted towards those who need support most

Attainment in the Broad General Education

Pupil progress in reading, writing, talking and listening and numeracy through the Broad General Education (P1 to S3) is measured by teacher professional judgement. Teachers make a professional judgement of each pupil's progress, with evaluations based on a wide range of evidence which takes account of breadth, challenge and application of learning. The evidence comes from a range of assessments including standardised assessments and on-going observation of learner progress. Teacher professional judgements at the P1, P4, P7 and S3 year stages are gathered each year by the Education Department and are submitted to the Scottish Government. Regrettably, as a consequence of the Covid-19 pandemic, teacher judgements will not be collected for the academic year 2019-20. The following tables provide details of the proportion of pupils who achieved the expected levels of progress within the Broad General Education in each of the curricular areas:

Primary Attainment (P1, P4, P7 Combined Values)

	2015-16	2016-17	2017-18	2018-19
% Attaining or Exceeding Expected Levels - Reading	88.4	89.2	91.2	90.7
% Attaining or Exceeding Expected Levels - Writing	85.5	86.6	89.4	88.3
% Attaining or Exceeding Expected Levels – Talking & Listening	90.5	91.6	94.0	94.5
% Attaining or Exceeding Expected Levels - Numeracy	88.6	90.3	90.8	90.7

Primary attainment in reading, writing, talking and listening and mathematics has increased over the last four years. The 2018-19 performance in talking and listening was the highest to date.

Secondary Attainment (S3)

At the S3 year stage, pupil attainment is recorded as achieving the 3rd or 4th level of the Broad General Education. The table below provides details of the proportion of S3 pupils which achieved the 4th level in each curricular area.

	2015-16	2016-17	2017-18	2018-19
% Attaining Fourth Level – Reading	69.7	77.0	78.4	80.9
% Attaining Fourth Level – Writing	63.5	71.7	76.6	79.7
% Attaining Fourth Level – Talking & Listening	72.5	76.9	80.1	81.5
% Attaining Fourth Level - Mathematics	76.2	76.1	78.2	78.4

Secondary attainment (S3) at fourth level in reading, writing, talking and listening and mathematics has increased over the last four years, with the 2018-19 performance the highest to date in all four curricular areas.

Performance in SQA examinations:

East Renfrewshire continues to outperform similar authorities and performance is well above the national average. In academic year 2019-20:

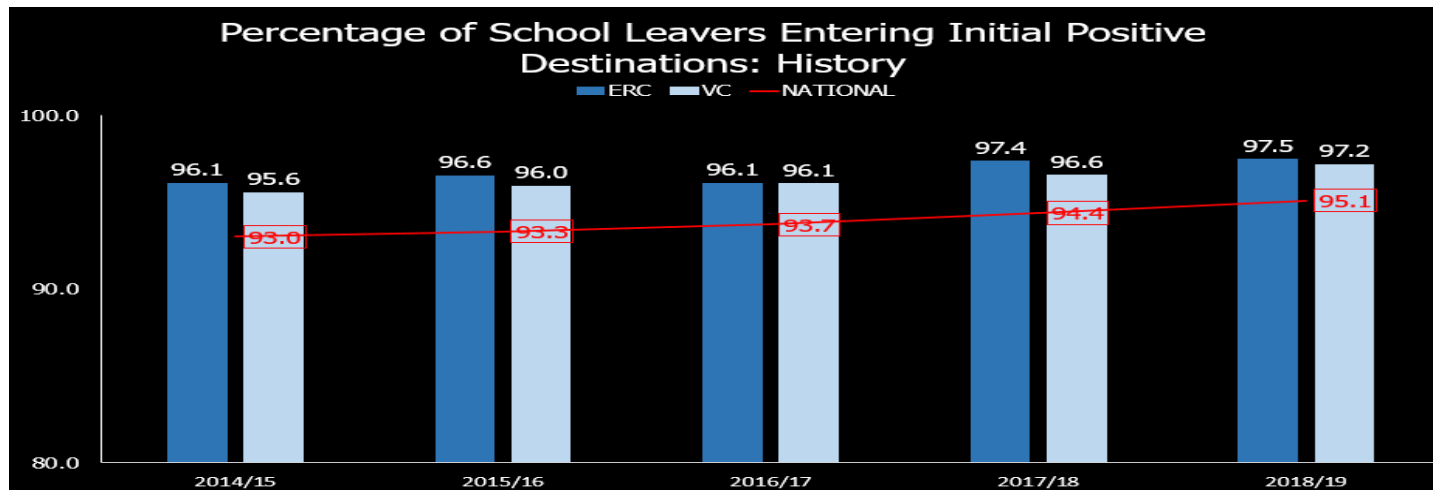
- Some 85% of S4 pupils achieved 5 or more awards at SCQF Level 5; this is the highest recorded for the Council and is 19% above the local authority’s virtual comparator value.^[1]

^[1] Virtual comparator values provide context for the data. The virtual comparator is a standard benchmarking measure. The virtual comparator is a sample group of pupils from other parts of Scotland who have similar characteristics to the young people in the local authority (matched on gender, additional support needs, stage of leaving school (S4, S5 or S6) and the social context in which they live.

- Since 2018 the average amount of Insight points S4 pupils from the most deprived areas as defined by Scottish Index of Deprivation (SIMD) has increased by 11 percentage points; whilst the attainment of all SIMD groups increased over the period, the deprivation gap decreased as the middle and most affluent groups increased by 5% and 2% respectively.
- SCQF Level 6 (Higher) results for S5 year pupils continues to demonstrate very strong performance, with the proportion of pupils attaining 1 or more, 3 or more or 5 or more SCQF Level 5 awards being 14%, 19% and 20% above the Council’s virtual comparator, respectively.
- At Advanced Higher in S6, 48% of the original S4 cohort achieved 1 or more SCQF Level 7 (Advanced Higher) awards, an increase of 4.5% since 2018 and 16% above the Virtual Comparator.
- East Renfrewshire continues to out-perform its virtual comparator for all key indicators at SCQF Levels 3 to 7.

School Leaver Destinations

The proportion of school leavers entering a positive destination has increased over the past 5 years to an all-time high for the Council of 97.5% in 2018-19. In each of the last 5 years the proportion of pupils leaving school for a positive destination has been in keeping with or above the virtual comparator and is significantly above the national values.



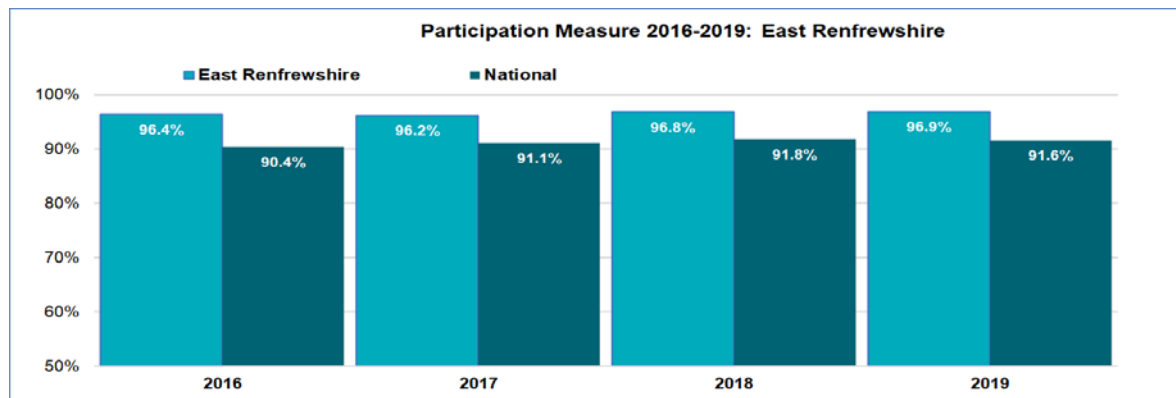
The proportion of young people residing in less affluent areas as defined by SIMD, leaving school and entering a positive destination has increased at a significantly greater rate than those from other decile groups.

Annual Participation Measure

The Scottish Government's Opportunities for All commitment offers a place in learning or training to every 16-19 year old who is not in employment, education or training. Skills Development Scotland (SDS) worked with the Scottish Government to develop a measure of participation which allows for the identification of the participation status of the wider 16-19 cohort.

The latest Annual Participation Measure report (published August 2020) marked the sixth release of statistics on the participation of 16-19 year olds at a national and local authority level. As agreed by Scottish Ministers the Annual Participation Measure has been adopted in the Scottish Government's National Performance Framework as the measure of young people's participation. This has replaced the school leaver destination follow up as the source of the national indicator, "Percentage of young adults (16-19 year olds) participating in education, training or employment".

The measure is drawn from records on SDS's Customer Support System, which are updated by SDS and by partners (including East Renfrewshire Council/schools, colleges, SAAS, DWP). It allows all partners to better understand the impact of interventions and the outcomes they deliver at every transition point for 16-19 year olds. The graph below shows the results over a four-year period in relation to levels of 'participation' within East Renfrewshire compared with the national averages. East Renfrewshire is above the National Comparator in the last 4 years as illustrated:



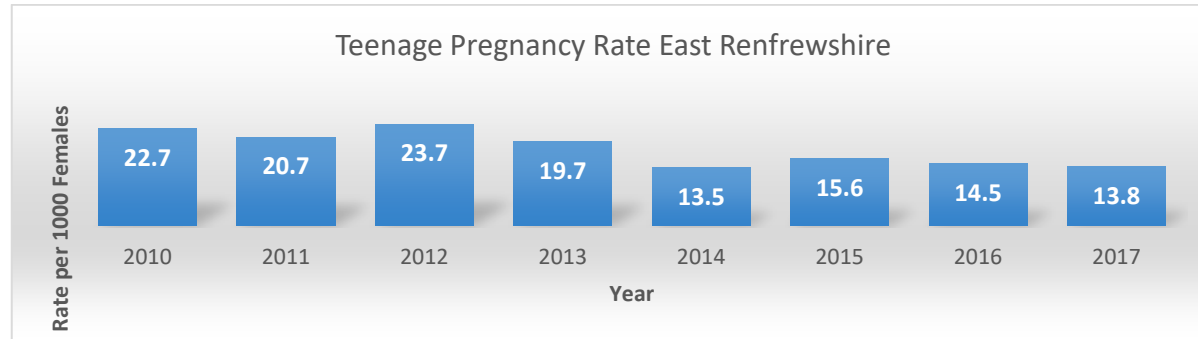
Attendance and exclusions: In the primary sector, the attendance rate for 2019/20 was 95.6%. In the secondary sector the attendance rate for 2019-20 is 92.8%. School exclusions remain very low within East Renfrewshire. In 2019-20 there were no temporary exclusions in the primary sector and there has been only one temporary exclusion in the primary sector over the past 5 academic years. Nationally, in 2018/19 the rate of exclusions in the primary sector is 4.9 exclusion incidents per 1000 pupils.

In the secondary sector, in 2019/20 the rate of temporary exclusion was 4.6 exclusions per 1000 pupils and is a decrease from the 2018-19 rate of 6.8 exclusions per 1000 pupils; nationally in 2018/19, the rate of exclusion is 24.7 exclusions per 1000 pupils.

Child and Maternal Health

East Renfrewshire Teenage Pregnancy rate

The most recently published data for teenage pregnancy is for the calendar year ending 2017 (published July 2019). Teenage pregnancy rates in East Renfrewshire have generally been decreasing since 2010. In 2017, East Renfrewshire had the lowest rate of all council areas for the second year running. In 2017 the teenage pregnancy rate (per 1000 births) in East Renfrewshire was 13.8 compared to 29.8 for NHS GGC, and 30.2 for Scotland.



Maternal Smoking

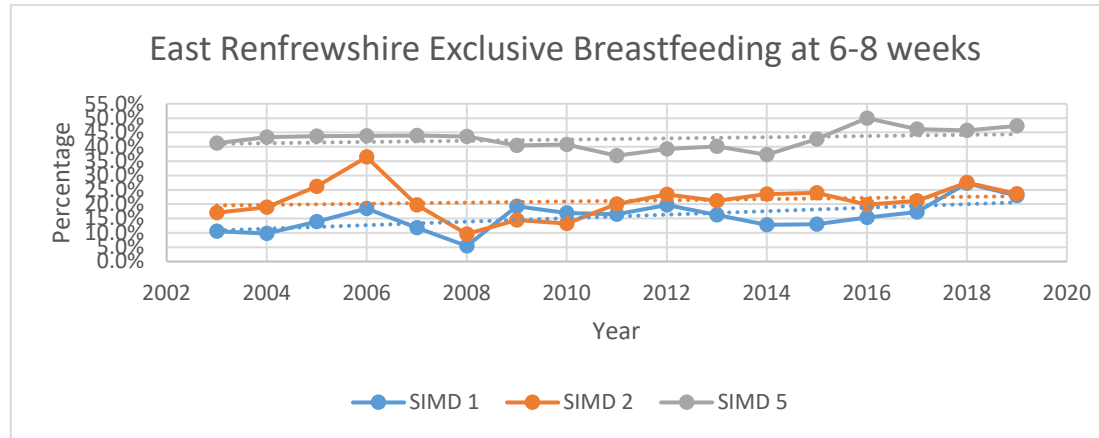
The health of a pregnant woman and her baby are closely linked and are influenced by a number of different factors including maternal smoking. In 2019, 5.7% (46) of women living in East Renfrewshire were recorded as smoking at the time of their antenatal booking appointment compared to 4.6% (39) in 2018. Maternal smoking in pregnancy in women living in East Renfrewshire remains significantly below figures for Scotland and NHS GGC at 14.6% and 11.7% respectively.

Maternal Smoking at Antenatal Booking Appointment

AREA	2018 (count)	2019 (count)
East Renfrewshire	4.6 (39)	5.7 (46)
NHSC GGC	11.5 (1340)	11.7 (1277)
Scotland	14.4 (7363)	14.6 (6989)

Breastfeeding Rates and Deprivation

There continues to be a difference in breastfeeding rates between women living in our most deprived areas of SIMD 1 & 2 and our most affluent in SIMD 5. In 2019 23% of women living in the most deprived areas of the authority (SIMD 1) were exclusively breastfeeding at 6-8 weeks compared with 47% of women living in our least deprived areas (SIMD 5). Indeed, this is a trend that is seen in our most deprived areas across Scotland. However, East Renfrewshire does continue to have one of the highest exclusive breastfeeding rates as a whole at 6-8 weeks in Scotland.

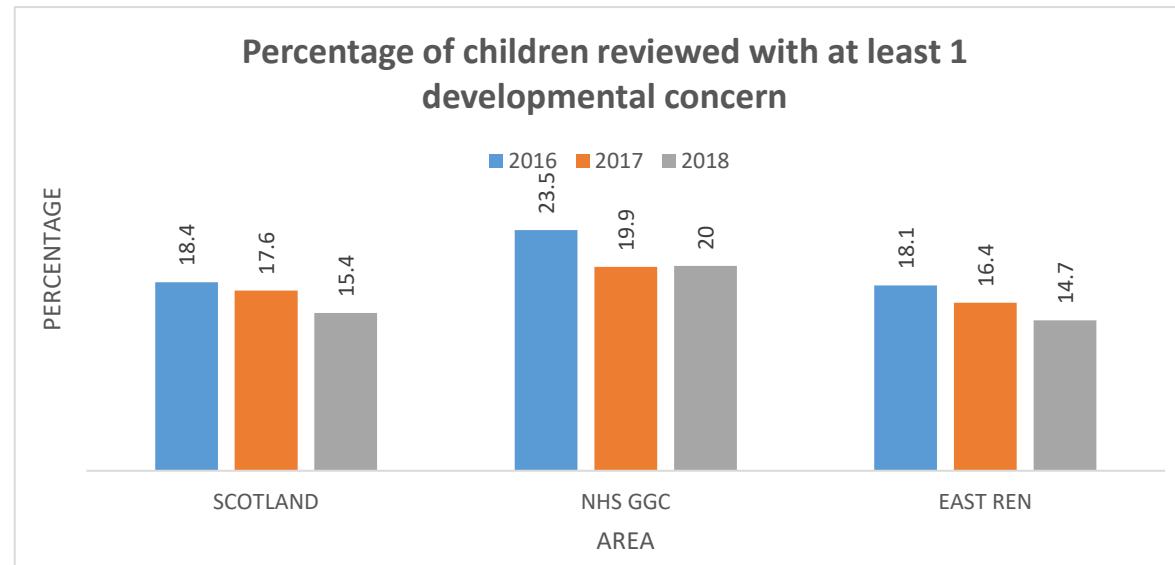


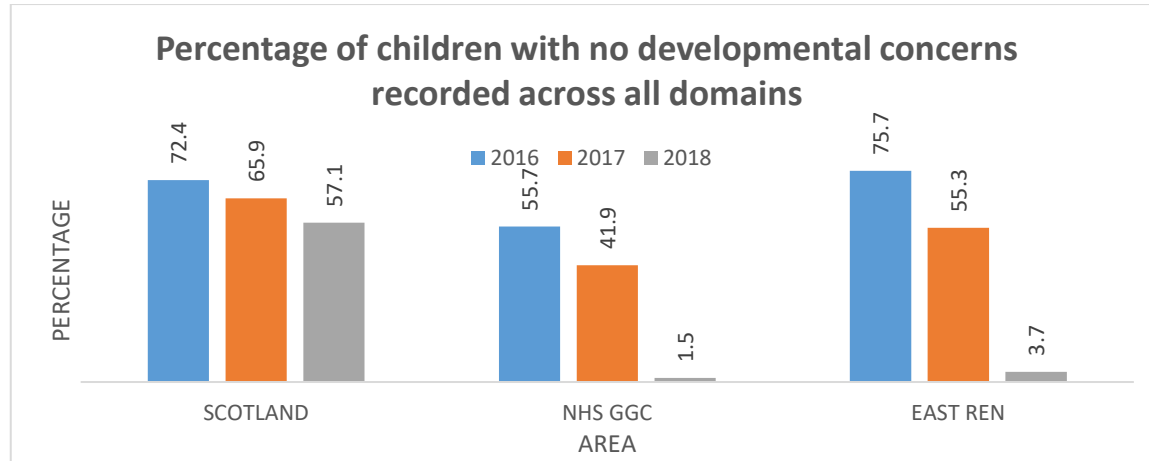
Children's development 27-30 month assessment

27-30 Month Review

Children's development is assessed during the health visitor 27-30-month child health review.

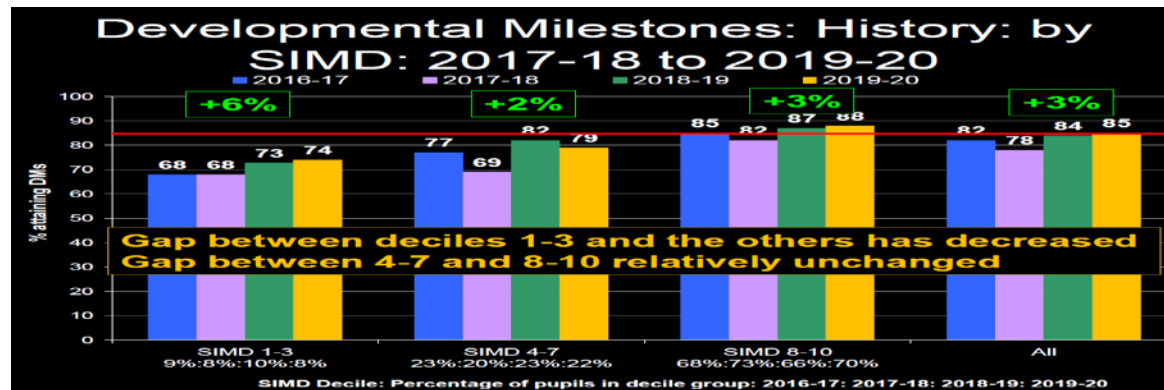
The latest information available comes from reviews provided to children turning 27 months between April 2017 and March 2018. In 2017/18, 15% of children in East Renfrewshire, undergoing a 27-30-month child health review had a concern recorded about at least one area of their development. This compares to 18% in 2016. The slight decrease is in comparison to other areas across GG&C. The recording of concerns may be due to the increase in number of Health Visitors within East Renfrewshire resulting in earlier interventions and management of developmental concerns with children and families.





P1 Pupils reaching developmental milestones

Since 2013-14 data has been gathered on the percentage of children achieving the expected levels of development on entry to primary 1. The following components are assessed: Attention, Speech, Expressive Language, Receptive Language, Communication, Gross Motor Skills, Fine Motor Skills and Behaviour. In East Renfrewshire, within each decile range, the increase in the percentage of children achieving their developmental milestones is greatest within the least affluent communities, SIMD deciles 1-3. This has contributed to a reduction in the gap between the achievement of those from the most affluent, SIMD 8-10, and least affluent, SIMD 1-3 residencies, which has decreased from around 26% in 2014-15 to 14% in 2019-20.



Oral Health

Dental Registrations 0-2 year olds

NHSGGC’s target for children aged 0-2 years is - *a minimum of 60% should be registered with an NHS dentist*. Although this target has been in existence for several years no local authority in the health board area has reached it. Nor has the target been reached across NHSGGC as a whole, or in Scotland. As can be seen from the table below since 2016 the registration rate has fallen by almost 4% in East Renfrewshire.

Area	Year 2016	Year 2017	Year 2018	Year 2019
GGC	52.2 %	53%	52.9%	52.5%
East Renfrewshire	56.0%	55.1%	53.6%	52.4%
Scotland	49.0%	48.5%	48.2%	47.4%

Dental Caries in Primary 1 Pupils

The National Dental Inspection Programme (NDIP) is carried out annually but alternates on a sample of P 1 and P 7 children in each Local Authority area. The latest data for children age 5 years is from the school year 2018. As can be seen in the table below the percentage of P1 pupils in East Renfrewshire with no obvious decay experience in 2018 was 82.6%. This is an increase from the 2016 figure of 79.6%. East Renfrewshire also compares favourably with NHSGGC and Scotland wide too.

Percentage of P1 Children with no obvious decay

Area	Year 2018
East Renfrewshire	82.6%
NHS GGC	67.1
Scotland	71.0%

There is a link between deprivation and oral health and this is also reflected in local data. In 2018 only 33% of Primary 1 pupils living in the most deprived areas of East Renfrewshire had no obvious decay in their teeth compared with 90% of children living in the most affluent areas. These figures are however based on a very small number of children.

Childhood Obesity

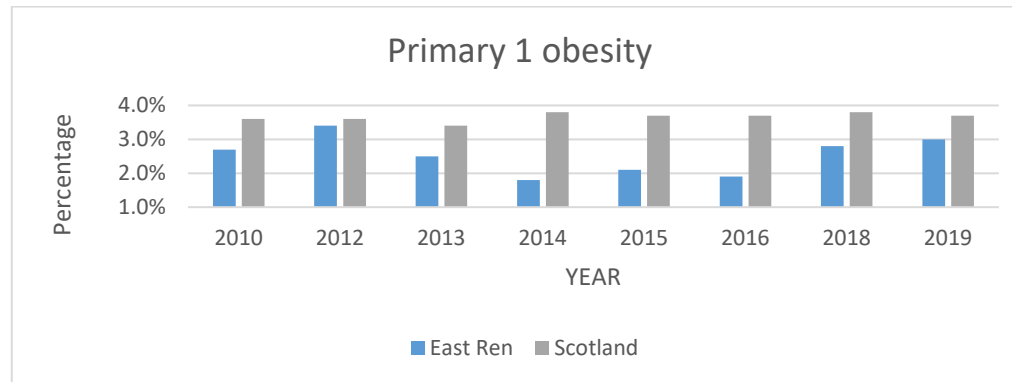
This data is derived from height and weight measurements recorded at Primary 1 Health Reviews and recorded on the Child Health Surveillance System Programme – Schools. Data is published annually in Nov/Dec by Information Services Division Scotland (ISD).

As can be seen from the graph below East Renfrewshire has a lower percentage of obese P1 children than Scotland wide, however this gap had narrowed over the last 4 years primarily due to an increase in East Renfrewshire figures. In 2019, 3% of P1 Children in East Renfrewshire who were measured, were classed as obese. This figure increased slightly from 2.8% in 2018. This compares to 1.4% in East Dunbartonshire (a comparator authority) and 3.7% Scotland wide.

The proportion of severely obese children in East Renfrewshire is less than the National average.

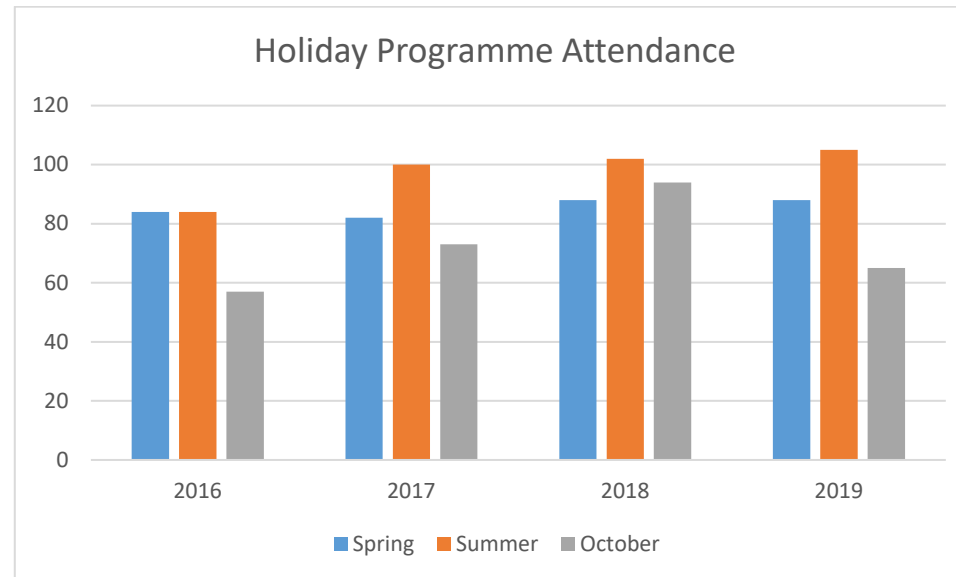
The proportion of children recorded as severely obese in East Renfrewshire increased between 2014 and 2018, similar to the national trend toward increasing overweight and obesity. In 2019 only 1.4% of P1 pupils were recorded as severely obese. This compares to 1.7% and 2.8% in East Dunbartonshire and Scotland wider respectively.

Proportion of Obesity in Primary 1 Pupils



Children with disabilities

Over recent years there has been an increase in children and young people with complex needs in East Renfrewshire. Information in the graph below highlights an increased trend in the number of children and young people with complex support needs attending holiday programmes offered by the Inclusive Support Service. The summer programme continues to be welcomed by families as they advise they struggle to cope during the long school break. The lack of structure and routine when not at school can be particularly challenging. Support levels required are also increasing in response to children and young people with complex health issues and behavioural support needs.



Alcohol and Drug Consumption among young people

The 2018 SALSUS survey findings indicate a change in attitudes and behaviours towards alcohol and drugs amongst young people in East Renfrewshire since the 2013 study. More 13 year olds believe it is "ok to try alcohol" compared to 2013 (43%). Three quarters of 15 year olds believe this, but there has been no change since 2013. Over a third of 15 year olds reported "being drunk more than ten times" – an increase of 14% from 2013 and 12% higher than in Scotland as a whole.

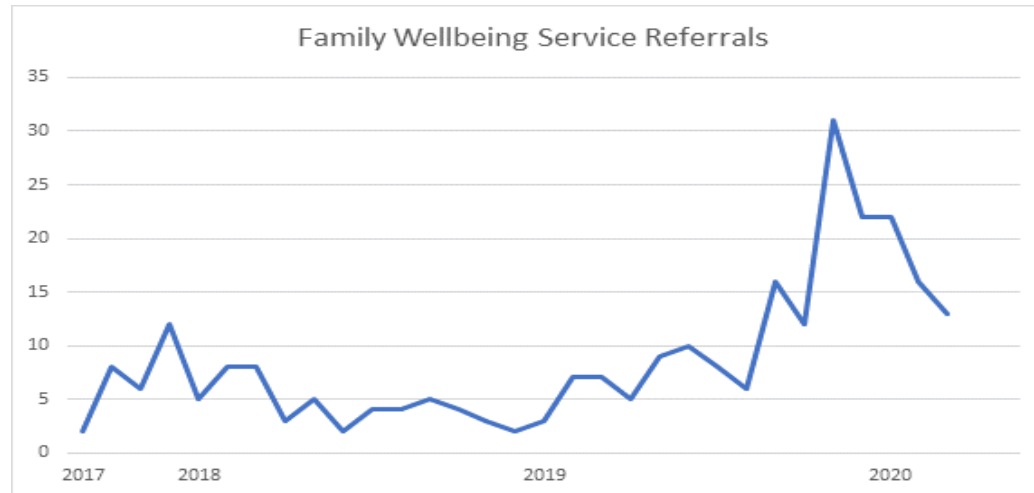
Positively the vast majority of 13 and 15 year olds respondents have not tried drugs. However half of 15 year olds say they have been offered drugs and agree it is easy to get access to drugs if they want to – cannabis is the most common drug.

Vulnerable Children and Young People

Mental Health of Children and Young People

Family Wellbeing Service (ERHSCP partnership with Children 1st and Robertson Trust)

The graph below shows the growth in referrals to the Family Wellbeing Service since the pilot began within 2 GP practices in September 2017. The service was then made available to a further 4 GP practices in early 2019 and again increased by a further 4 by autumn of 2019. The final 5 practices were offered the service late 2019; however only 2 of these practices have taken up the offer thus far. Currently the service can receive referrals from 12 out of a possible 15 GP Practices across the region. The tailing off of referrals coincides with the beginning of the Covid-19 pandemic; however, just prior to this period the service experienced a substantial rise in referrals, spiking at 31 in November 2019



Child and Adolescent Mental Health (CAMHS)

As detailed in the table below whilst there has been a slow rise in overall referral rate, in keeping with all CAMHS teams in the west of Scotland, the number of cases which do not meet criteria has significantly decreased increasing overall demand on services. The reasons for this reduction in referrals which do not meet criteria are threefold.

- 1) Updated guidance from the Scottish government on criteria for camhs service specification.
- 2) All referrals to be provided with a telephone mental health check up to confirm details
- 3) Updated referral from for GPs

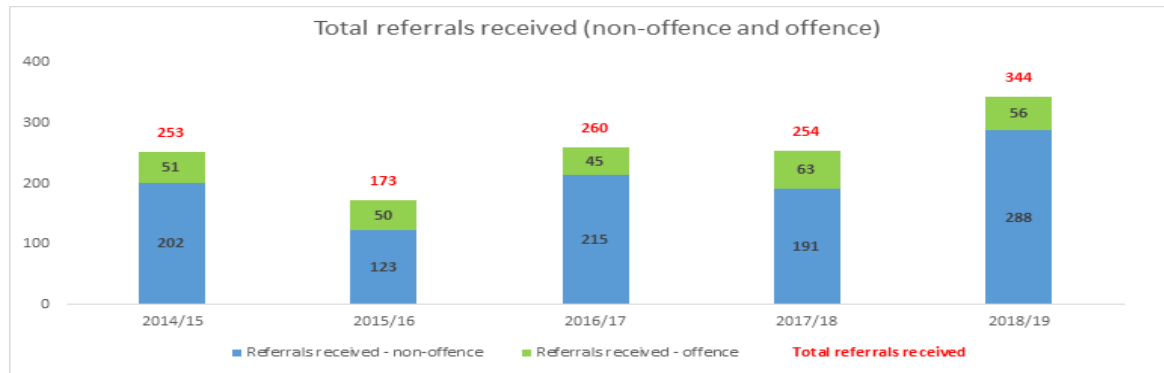
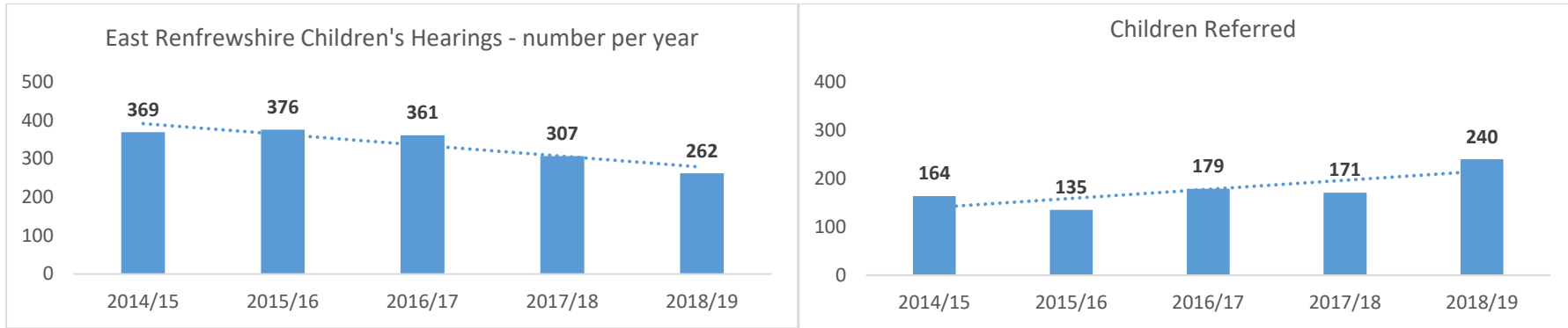
East Renfrewshire CAMHS Referrals 2017-2019			
Year	Total Received	Total Did Not Meet Criteria	Total Accepted
2017	657	216	441
2018	717	95	622
2019	733	52	681

Scottish Children's Reporters Administration Activity

There were 262 Children's Hearings in East Renfrewshire in 2018/19; this is a decrease when compared to previous years as illustrated in the graph 1 above. However 240 children were referred to SCRA in 2018/19 reflecting an upward trend since 2014/15 (164 children).

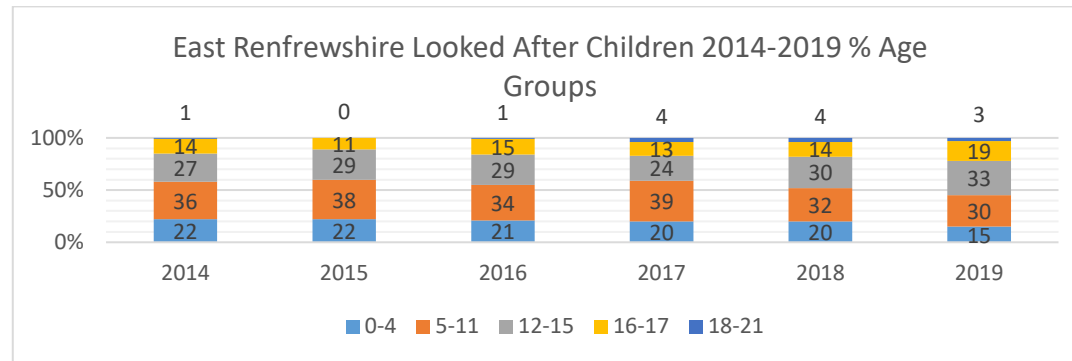
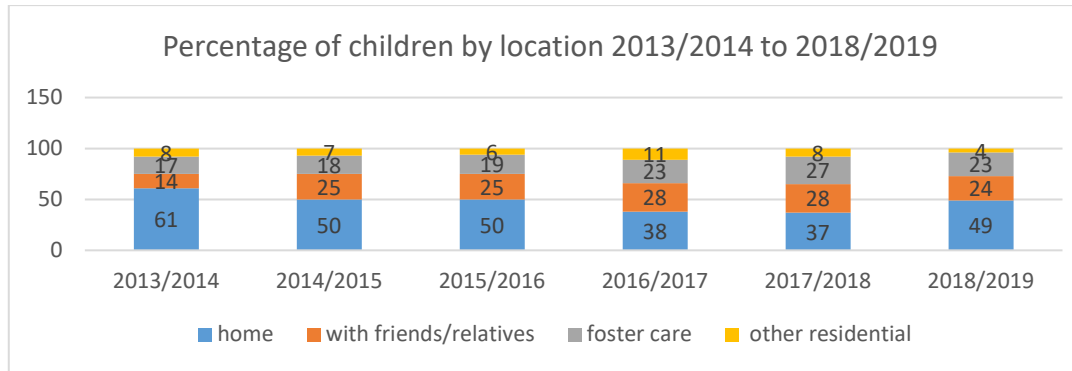
These children were involved in 344 referrals, again this has mirrored the increase in individual children referred since 2014/15 (253 referrals). Non-offence referrals accounted for some 90% of all children and 84% of all referrals received.

The breakdown of the number of offence and non-offence referrals to the Reporter show that children and young people have overwhelmingly been referred on care and welfare grounds with the most common grounds being "close connection with person who has carried out domestic abuse", followed by "lack of parental care".



Looked after Children and Young People

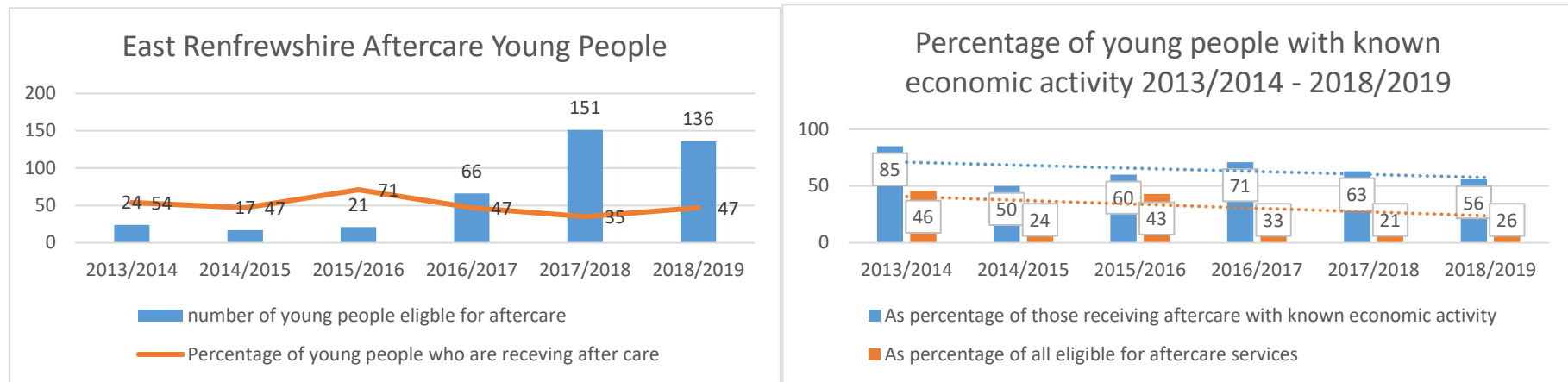
The long term trend has seen the number of children and young people who are looked after fall. The proportions of children looked after at home and away from home has remained fairly consistent with around half of children being looked after at home.



The age groups of children and young people who are looked after has remained fairly constant too with only a slight decrease in the number of under 0-4 year olds being looked after and a similarly small increase in the number of children older than 12 who are looked after.

Care Leavers and After Care

The figures for known economic activity show that those young people who receive a services are twice as likely to be engaged in economic activity. 56%of young people receiving after care services have known economic activity in 2018/2019 with compares favourably with national average of 44%. This However there appears to be a decline in economic activity in general for young people eligible for After Care with 26% in East Renfrewshire matching the national average of 25% for 2018/2019.

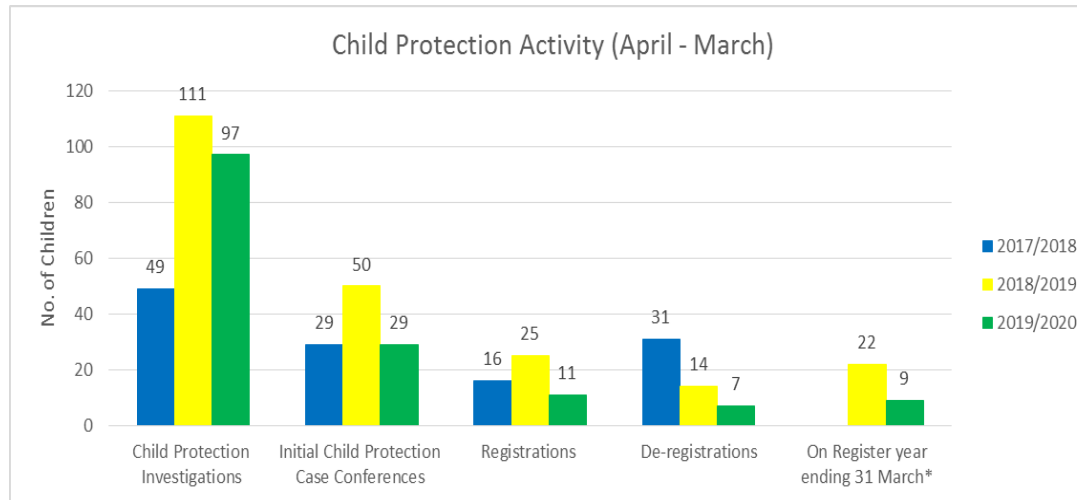
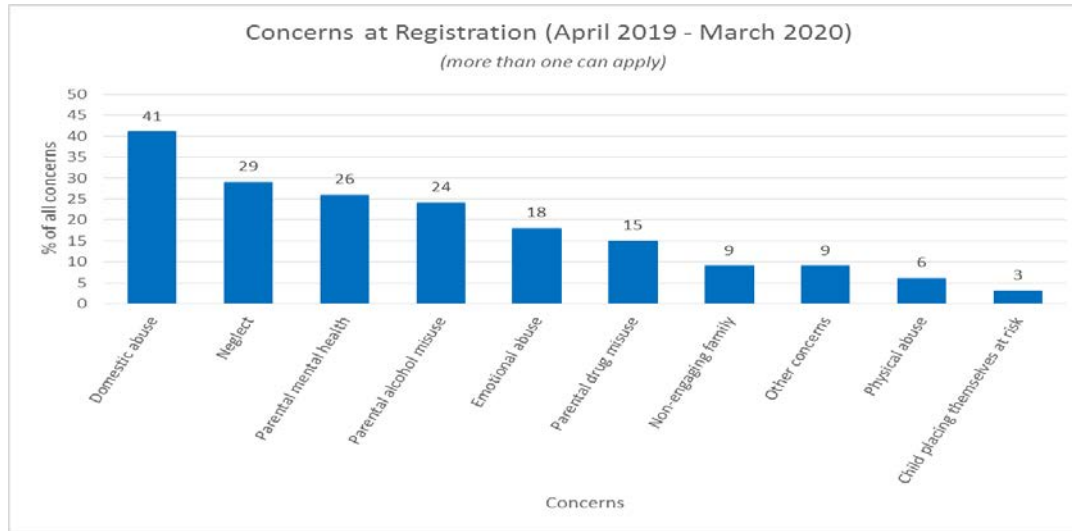


Child Protection

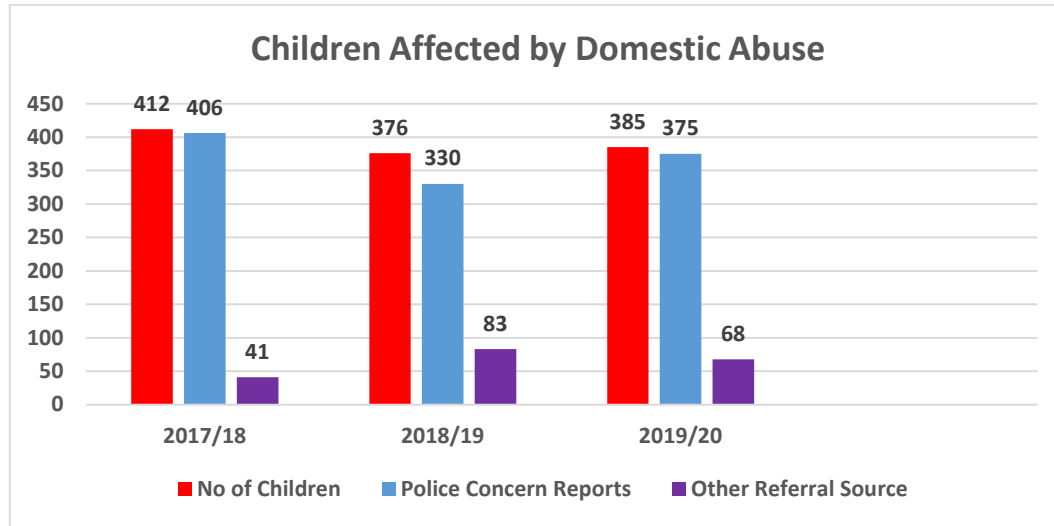
From 2018/2019 to 2019/2020 the proportion of children who were registered at the Initial Child Protection Case Conference stage decreased from 45% to 30%. Our total number of children registered in 2019/2020 more than halved from 2018/2019.

This decrease could be attributed to the implementation of the Signs of Safety approach allowing us to work with families in a more strengths based way. A child can be placed on the child protection register with more than one concern noted. Domestic abuse was the highest concern at the point of registration followed by neglect, parental mental health and parental alcohol misuse.

* Figure for 2017/2018



Domestic Abuse



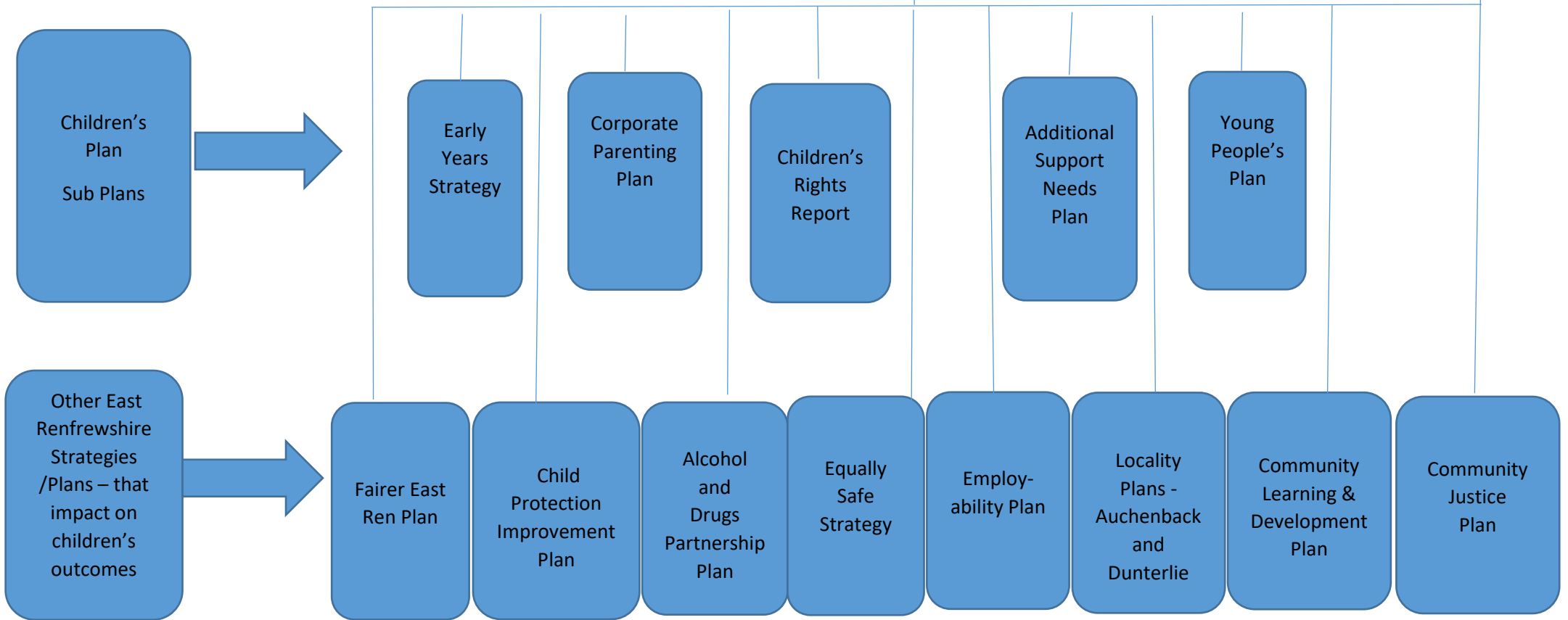
There has been a very small reduction in the total number of referrals for children affected by domestic abuse from 447 in 2017/18 to 443 in 2019/20. The number of police child concern reports for domestic abuse reduced from 406 in 2017/18 to 375 in 2019/20. The number of referrals from other agencies for children affected by domestic abuse increased from 41 in 2017/18 to 68 in 2019/20.

Over the last three year period there has been a reduction in the number of individual children affected by domestic abuse from 412 in 2017/18 to 385 in 2019/20 however it is evident that a significant number of these children each year were exposed to domestic abuse on more than one occasion; 17/18 – 35 (8%) of children, 18/19 – 37 (10%) of children and 19/20 – 58 (15%) of children.

Domestic Abuse continues to be the predominant reason for referral to the Request for Assistance Team.

Appendix 2

East Renfrewshire's Children's Services Planning Landscape



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Appendix 3Improving Outcomes for Children and Young People Partnership – Membership

<u>Name</u>	<u>Job Title</u>	<u>Organisation</u>	<u>Email Address</u>
Kate Rocks	Chief Social Work Officer (Chair)	ER HSCP	Kate.Rocks@eastrenfrewshire.gov.uk
Janice Collins	Head of Education Services (Equality and Equity) (Chair)	ER Education	Janice.Collins@eastrenfrewshire.gov.uk
Nick Smiley	Principal Educational Psychologist	ER Education	Nick.Smiley@eastrenfrewshire.gov.uk
Claire Coburn	Strategic Services – Senior Lead	ERC	Claire.Coburn@eastrenfrewshire.gov.uk
Susan Craynor	CLD Manager, Community Learning and Development	Corporate and Community Services	Susan.Craynor@eastrenfrewshire.gov.uk
Arlene Cassidy	Children’s Services Strategy Manager	ER HSCP	Arlene.Cassidy@eastrenfrewshire.gov.uk
Dougie Fraser	CAMHS	ER HSCP	Dougie.Fraser@ggc.scot.nhs.uk
Brian Dunigan	Money Advice & rights Team manager	ERC	Brian.Dunigan@eastrenfrewshire.gov.uk
Elaine Byrne	Senior Nurse	ER HSCP	elaine.byrne2@ggc.scot.nhs.uk
Fiona McBride	Assistant Director	Children 1st	Fiona.McBride@children1st.org.uk
Kirsty Gilbert	Service Manager	ER HSCP	Kirsty.Gilbert@eastrenfrewshire.gov.uk
David Gordon	Quality Improvement Officer	ER Education	David.Gordon2@eastrenfrewshire.gov.uk
Julie Paterson	Locality Reporter Manager	SCRA	Julie.Paterson@scra.gsi.gov.uk

John Kelso	Housing Services	ERC	John.Kelso@eastrenfrewshire.gov.uk
Debbie Lucas	Child Protection Lead Officer	ER HSCP	Debbie.Lucas@eastrenfrewshire.gov.uk
Maurice Gilligan	Area Manager East Renfrewshire & Renfrewshire	Skills Development Scotland	Maurice.gilligan@sds.co.uk
Raymond Prior	Senior Manager: Children and Families (Intensive Services) & Criminal Justice	ER HSCP	Raymond.Prior@eastrenfrewshire.gov.uk
Kay McIntosh	Strategic Services Development Manager	ER Corporate & Community Services	Kay2.McIntosh@eastrenfrewshire.gov.uk
Alan Coughtrie	Group Commander, Response and Resilience	Scottish Fire and Rescue	Alan.coughtrie@firescotland.gov.uk
Ken McKinlay	Area Convener	Children's Hearings Scotland	ken.mckinlay@childrenshearings.org.uk
Ian Pye	Head of Sport and Physical Activity	ER Culture and Leisure	Ian.Pye@ercultureandleisure.org
Kirstie Rees	Depute Principal Educational Psychologist	ER Education	Kirstie.Rees@eastrenfrewshire.gov.uk
Ally Robb	Senior Manager	ER HSCP	Ally.Robb@eastrenfrewshire.gov.uk
Karyn Shields	Lead Officer – Child's Plan	ER HSCP	Karyn.Shields@eastrenfrewshire.gov.uk
Rosamund Rodriguez	Quality Improvement Officer	ER Education	Rosamund.Rodriguez2@eastrenfrewshire.gov.uk

EAST RENFREWSHIRE COUNCIL**25 FEBRUARY 2021****Report by Deputy Chief Executive****SCHEME FOR MEMBERS' REMUNERATION AND EXPENSES 2021/22****PURPOSE OF REPORT**

1. To seek approval of the Council's Scheme for Members' Remuneration and Expenses for 2021/22.

RECOMMENDATION

2. That the Scheme for Members' Remuneration and Expenses for 2021/22 be approved.

BACKGROUND

3. In accordance with the relevant legislation, the Council has in place a scheme for Members' Remuneration and Expenses.

4. The Scheme provides details of the levels of basic salary payable to all councillors, and the increased salaries payable to the Leader and the Civic Head (Provost) these amounts being prescribed in legislation. The Scheme also provides details of those positions in the Council identified as being "Senior Councillor" positions for the purposes of the Regulations, and the levels of salary to be paid to each postholder.

5. In addition, the Scheme provides details of those other categories in respect of which Elected Members are entitled to claim expenses, such as the performance of approved duties, travelling expenses, and subsistence allowances.

REPORT

6. The Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2021 were laid before the Scottish Parliament on 18 January 2021 and take effect from 1 April 2021.

7. The regulations see an increase in the basic councillor remuneration from £17,854 to £18,604; the remuneration paid to the Leader of the Council increased from £29,760 to £31,010, and the remuneration paid to the Provost increased from £22,320 to £23,257. The remuneration paid to senior councillors will also increase from £22,320 to £23,257. These increases will take effect from 1 April 2021.

8. A copy of the new Scheme is attached (Appendix 1).

RECOMMENDATION/...

RECOMMENDATION

9. That the Scheme for Members' Remuneration and Expenses for 2021/22 be approved.

Local Government (Access to Information) Act 1985

Background Papers - None

Report Author: Eamonn Daly, Democratic Services Manager 577 3023

e-mail:- eamonn.daly@eastrenfrewshire.gov.uk

EAST RENFREWSHIRE COUNCIL
SCHEME FOR MEMBERS' REMUNERATION AND EXPENSES
2021/2022

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195 GUIDANCE NOTES

1. Members are responsible for completing their own expenses claim forms and for signing the declaration on each form that the expenses have been necessarily incurred for the performance of eligible approved duties. **Members should, as far as possible, also ensure that cost implications are considered in decisions regarding expenses to be incurred and should where possible adopt the most cost effective mode of transport.**
2. All travel, subsistence and telephone call claim forms must be submitted to the Members Services Section who will be responsible for checking that they have been properly completed. Members Services will sign the form in the box provided as evidence that the check has been carried out.
3. Travel and subsistence claims must include the following:
 - Date for which expense is claimed
 - Time of departure /arrival.
 - Detailed description of approved duty (including category).
 - Expense items / Journey details (including journey start and finish details).
 - Receipts for expenditure incurred.
4. Claims for travelling and subsistence in respect of conferences must be claimed on the conferences claim form which should then be submitted to Members Services.
5. Advances for conferences etc. can only be made up to seven days before departure and must be signed by the Member and an authorised signatory in Members Services.
6. When an advance has been made in respect of a conference a final claim form should be submitted as soon as possible thereafter. Advances will be recovered from the earlier occurring of next salary payment due or any subsequent payment in anticipation of which the advance was given.
7. Sample claim forms are appended to this Scheme for information. Actual forms are available from Members Services.
8. **Expense Claims Timetable/...**

8. Expense Claims Timetable

<u>To be Submitted to Members Services by</u>	<u>Pay Date Friday</u>
07.05.21	21.05.21
04.06.21	18.06.21
02.07.21	16.07.21
06.08.21	20.08.21
03.09.21	17.09.21
01.10.21	15.10.21
05.11.21	19.11.21
03.12.21	17.12.21
07.01.22	21.01.22
04.02.22	18.02.22
04.03.22	18.03.22
01.04.22	15.04.22

Expenses forms should be submitted to Members Services by the dates shown above in order for any expenses being claimed to be included in salary payments made on the corresponding Pay Date Friday. Claims must be fully completed, signed and dated. Incomplete/inaccurate forms will be returned to Elected Members which may result in a delay in expenses being reimbursed. It is important that expenses claim forms are returned timeously so that expenses can be recorded in the correct period.

197 PAYMENT OF MEMBERS' SALARIES

Basic Salary

Each Member of the Council will receive a basic salary of £18,604 per annum. Payment of salary will be made on the third Friday of each month by a monthly payment of £1,550 subject to normal Income Tax, National Insurance and Pension Contribution deductions.

Senior Councillors

In terms of the 2007 Regulations the Council has resolved to pay Senior Councillor Salaries to Members with special responsibilities. These Salaries will be paid under the same arrangements as basic salaries.

	ANNUAL SALARY £	MONTHLY PAYMENT £
Leader of the Council	31,010	2,584
Provost	23,257	1,938
Deputy Provost	23,257	1,938
Convener for Community Services and Community Safety	23,257	1,938
Convener for Education and Equalities	23,257	1,938
Convener for Environment	23,257	1,938
Convener for Housing and Maintenance Services	23,257	1,938
Chair of Audit and Scrutiny Committee	23,257	1,938
Chair of Planning Applications Committee/LRB	23,257	1,938
Chair of Licensing Committee	23,257	1,938

Payment of Salaries

Payment of salaries will be made automatically monthly into each Member's bank account on the third Friday of each month.

If a Member leaves office as a Councillor or ceases to be entitled to a Senior Councillor Salary, the payment due will be calculated on a daily basis from date of appointment to the date of demitting office. In such circumstances any overpayment will require to be repaid by the Member.

Prior to election, salaries will be calculated on a daily basis up to the appointed date.

APPROVED DUTIES

Travel and subsistence expenses may be claimed for approved duties. The list below provides details of all duties in respect of which claims can be submitted. When completing a claim form Members should include the category of the approved duty as listed below (A, B, C etc) as well as providing full details of the approved duty.

Attending or Undertaking:-

- A. Meetings of Council, Cabinet and Committees.
- B. Conference meetings or seminars etc. as approved representative of Council.
- C. Meetings organised to inform members of any development or to assist members with personal development wherever held.
- D. Political group meetings of the Council held within the East Renfrewshire area.
- E. Meetings with officers of the Council.
- F. Members' surgeries.
- G. Community Councils and Parent Councils.
- H. Duties as officer of political group.
- I. Duties as Convener, or Committee Chair/Vice-Chair.
- J. Functions required as Leader or Deputy Leader of Administration.
- K. Attendance at meetings of partner bodies as approved representative of Council.
- L. Attendance at meeting of partner bodies to which the Councillor has been appointed by virtue of their position as councillor.
- M. Duties undertaken as a ward representative.

199 TRAVELLING EXPENSES

Where it is reasonable to do so, Members should use public transport in the conduct of their duties. However where public transport is not reasonably available, alternative forms of transport (e.g. private vehicle) can be used. **In cases where alternative transport is used which is more expensive than the cost of travelling by public transport, the cost of travelling by public transport can be reclaimed although as no receipts or tickets can be provided this will be subject to tax. In the event that travelling by alternative transport is cheaper than the cost of travelling by public transport, the lower rate can be reclaimed.**

Public Transport – Reimbursement of Costs

Members may travel standard class by public transport, the cost of which will be reimbursed on production of a ticket except in the case of travel by air, where not more than the cost of the economy fare or any available cheap fare for travel by regular air service will be reimbursed, on production of a ticket. In cases of urgency where no such air service is available then the actual fare paid by the Member will be reimbursed on production of a ticket.

The production of tickets is required for all modes of public transport in order that appropriate supporting documentation can be produced to HMRC which may be demanded under current legislation. In the event Members are unable to produce tickets or receipts for any journey made on public transport, any amounts claimed will be subject to tax.

ZoneCard

Members who do not claim car mileage allowance, may at the Council's cost apply for a ZoneCard, details of which may be obtained from Members Services. The ZoneCard will cover journeys from their house or place of work to the Council's Headquarters by public transport and will as far as possible cover journeys within their wards.

Any Member in receipt of a ZoneCard from the Council will have details of this benefit submitted to HMRC at the end of each tax year. Tax may be levied on this benefit by HMRC.

Rail Cards

Members will be able to claim the cost of rail cards purchased by them to allow them to obtain reduced fares when on Council business. Details of the card and the business details should be sent to Members Services to allow discounts to be obtained when tickets are booked.

Any member in receipt of a rail card reclaimed from the Council will have the details of this benefit submitted to HMRC at the end of the tax year. Tax may be levied on this benefit by HMRC.

Mileage Allowances

For the purposes of calculating claims, **a councillor's normal place of residence is regarded as their normal place of work**, so expenses associated with travel from home to the Council HQ, and other locations to conduct council business, may be claimed back. Where a councillor travels on council business from their place of employment or business (which is not Council related) they may be reimbursed for the cost of the journey. However, if the cost of making this journey would have been lower had it started from the councillor's home, then that lower cost is the maximum amount that will be reimbursed.

For example if the distance from a councillor's home to council offices is 5 miles and from a councillor's business to council offices is 10 miles, a maximum of 5 miles may be claimed and reimbursed.

In the event a Member attends a meeting which requires them to **travel from and return to** their place of employment or business, and their place of employment or business is further away than their home, the actual mileage travelled can be claimed. If a councillor does not return to work after the meeting only the mileage from home to the council office can be claimed.

For example if the distance from a councillor's home to council offices is 5 miles and from a councillor's business to council offices is 10 miles, and the councillor leaves from their business to attend a meeting and returns there after the meeting, they are able to claim the total mileage (20 miles – 2 x 10 miles). If the councillor does not return to their work after the meeting but instead goes home then the lower mileage can be claimed (10 miles – 2 x 5 miles).

Under the Regulations, the following mileage rates apply.

car	-	45 pence per mile
passenger (approved duty)	-	5 pence per mile
motorcycle	-	24 pence per mile
bicycle	-	20 pence per mile.

When claiming mileage expenses the claim should be based on the shortest route between the start and end points of the journey regardless of the actual route taken.

Other Travelling Expenditure

The rates specified for car mileage may be increased by the amount of any expenditure incurred by tolls, ferries or parking fees.

No reimbursement will be made for the above costs unless receipts are produced.

The Council will not be responsible for any parking fines incurred.

Travel by Taxi or Private Hire Car

Taxis or private hire cars should only be used in exceptional circumstances when no other public transport is reasonably available.

Taxi or private hire car journeys should be booked through Members Services who will make the booking on behalf of the Member. When making a taxi booking request, Members will need to complete a Taxi Request Form. This form requires the member to provide details of the journey, its purpose and to confirm that there was no other reasonable travel option available,

When taxis or private hire cars are pre-booked they will be paid on account and there will be no need for the Member making the journey to include the journey details and costs on any expenses claims form. However the details will be included in the annual summary of Members' Expenses.

In the event that a taxi or private hire car journey is required which cannot be booked through Members Services, the journey cannot be made on account and the cost of the journey will need to be paid for by the Member making the journey. In claiming for the cost of the journey, the Member concerned will be required to confirm that the reason for the journey was either due to urgency or that public transport was not reasonably available. If these conditions are not met, the Member concerned will be required to repay the excess over the public transport cost.

The rate for travel by taxi or private hire car shall not exceed:-

In the case of urgency or where no public transport is reasonably available the amount of actual receipted fare.

In any other case the amount of fare for travel by appropriate public transport.

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Travel by Other Hired Motor Vehicle

The rate for travel by a hired motor vehicle other than a taxi or private hire car shall not exceed the lower of:-

The car mileage rate as stated above being the rate which would have been applicable had the vehicle belonged to the Member who hired it.

The cost of hiring a vehicle of less than 1200cc

In order to reclaim reimbursement the Member must provide an appropriate VAT receipt.

Travel by Council Car

Members should be aware that the Council is required to record and publish as part of the annual members' expenses exercise costs relating to the use of chauffer driven cars. This will include costs incurred on such journeys by Provost, Deputy Provost and other Councillors being conveyed in the Council car.

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SUBSISTENCE

Entitlement

Any Member is entitled to payment of subsistence claims where expenses are *necessarily incurred* and for which appropriate receipts are produced in carrying out approved duties which require continuous time involvements shown below.

Rates

These payments may not exceed maximum rates prescribed by Scottish Ministers.

MAXIMUM ALLOWANCE	AMOUNT	HOURS AWAY FROM HOME	PERIOD THAT MUST BE INCLUDED
	£		
Breakfast	8.00	3	No overnight subsistence.
Lunch	12.00	4	12 Noon to 2p.m.
Dinner	25.00	4	
Overnight stay with friends or family	25.00	24	Continuous absence which includes overnight stay.
Overnight Stay	110.00	24	Continuous absence which includes overnight stay.
Overnight stay London	131.00	24	Continuous absence which includes overnight stay.

Exclusions

- (i) In the case of breakfast, lunch and dinner no reimbursement can be claimed when a meal has been provided free of charge.
- (ii) In the case of an overnight stay the sum reimbursed shall be reduced in respect of any meal or accommodation provided free of charge.
- (iii) Where the Council books a conference which includes accommodation and subsistence no additional sums may be claimed by Members.

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TELEPHONE EXPENSES

Landline Telephone and Broadband Connections

Members can be supplied with landline telephone and broadband facilities at home which are installed and paid for by the Council. **The telephone facility should only be used for Council business. In parallel with the Council's mobile device policy, broadband facilities may be used for personal use but must not be used for any non-Council business activities. Members will be asked to sign an undertaking to that effect.**

Bills for these services are sent directly to the Council.

Some Members have chosen to use their own personal broadband connection for Council business and as the Council has made a cost effective solution available, Members are not entitled to claim for business use of this equipment.

Mobile Telephones

Members can be supplied with mobile telephones/tablets/laptops by the Council. **The use of these devices is controlled by the Council's mobile device policy.** The policy permits personal use of a Council supplied mobile device within usage plan limits, but it does not permit the use of a Council supplied mobile phone for non-Council business activities.

Should members intend to use phones, laptops and tablets overseas they should contact IT (3131) with travel details no later than 3 days before travel to allow the appropriate "bolt on" arrangements to be made. Members should also note that there may be additional costs associated with this depending on their travel destination. Should Members fail to notify IT of overseas travel and use their devices without making the appropriate "bolt on" arrangements, this may result in significant additional costs.

Bills for mobile devices are sent to Members Services. In the event that a bill exceeds the monthly usage plan limit Members will be asked to confirm whether excess costs are personal or Council related. If personal, Members will be required to pay the excess by way of deduction from their next salary.

Members will be asked to sign an undertaking confirming that they will comply with the terms of the Council's mobile device policy

CONFERENCES AND TRAVEL ABROAD

Conferences

Attendance at conferences requires to be approved in advance by the Director of Corporate and Community Resources or Head of Democratic and Partnership Services in consultation with the Leader of the Council.

Conferences have to be accounted for separately and accordingly there is a special conferences claim form.

In respect of conferences within the UK Members will be reimbursed according to normal rates for travelling and subsistence which will be subject to provision of appropriate receipts.

When the Council books overnight accommodation this should be at or below the Members' overnight allowance rate.

When the Council books a conference which includes accommodation and subsistence no additional sums may be claimed by Members.

Travel Abroad

In respect of travel outwith the UK, travelling expenses for the most appropriate form of transport and subsistence will be reimbursed provided details and receipts are produced.

Income Tax and National Insurance

Normal Income Tax and National Insurance rules are applied to salary payments, travel claims and telephone rental allowance.

Tax Relief

Members may wish to claim tax relief in respect of expenses which are not reimbursed by the Council e.g. expenses in connection with constituency work. Details of these expenses should be submitted normally at the end of the Tax Year, direct to HMRC. A form and guidance notes for this purpose will be available from the Payroll Section. If Members do not wish to make a claim in respect of such expenses no action need be taken.

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