Date: 21 May 2021
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TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and
        P O'Kane.

CABINET

A meeting of the Cabinet will be held on **Thursday, 3 June 2021 at 10.00am**.

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

AGENDA

1.   **Report apologies for absence.**

2.   **Declarations of Interest.**

3.   **Local Government Benchmarking Framework (LGBF) 2019/20 Performance -
        Report by Chief Executive (copy attached, pages 3 - 58).**

4.   **Update on Modern, Ambitious Programme (MAP) & Digital Transformation
        Strategy - Report by Deputy Chief Executive (copy attached, pages 59 - 104).**

5.   **Covid-19 Humanitarian Support Funding 2021/2022 - Report by Deputy Chief
        Executive (copy attached, pages 105 - 110).**

6.   **Exemption from Tendering – Pentana Performance Management System -
        Report by Deputy Chief Executive (copy attached, pages 111 - 114).**

7.   **Regulation of Investigatory Powers (Scotland) Act 2000, Covert Surveillance
        Activity 2020-21 – Report by Chief Officer Legal and Procurement (copy
        attached, pages 115 - 116).**

8. **Digital Connectivity Transformation - Report by Head of Digital and Community Safety (copy attached, pages 117 - 124).**

9. **Glasgow City Region City Deal Update - Report by Director of Environment (copy attached, pages 125 - 152) – Consideration of paper continued from Cabinet on 13 May 2021.**

10. **Adoption of Glasgow City Region Climate Adaption Strategy and Action Plan - Report by Director of Environment (copy attached, pages 153 - 158).**

11. **COVID 19 – Allocations Update and Policy Review - Report by Director of Environment (copy attached, pages 159 - 164).**

12. **The East Renfrewshire Council (A727 East Kilbride Road, Busby) (50mph Speed Limit) Order 2021 - Report by Director of Environment (copy attached, pages 165 - 176).**

EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Chief Executive

LOCAL GOVERNMENT BENCHMARKING FRAMEWORK: 2019/20 PERFORMANCE

PURPOSE OF REPORT

1.   The purpose of this report is to update Cabinet on the national Local Government Benchmarking Framework (LGBF) and present an overview of the Council's performance against the LGBF indicators for 2019/20. A summary of the Local Government Benchmarking Framework performance report is attached at Annex 1.

RECOMMENDATIONS

2.   It is recommended that Cabinet:

(a)   Scrutinise the Council's performance against the LGBF indicators and the action being taken by departments to address any performance issues.

(b)   Consider whether any aspect of the Council's performance is in need of improvement or further investigation.

BACKGROUND

3.   Since 2010, the Society of Local Authority Chief Executives (SOLACE), and COSLA, have worked with the Improvement Service (IS) to develop and review a set of benchmarking indicators on behalf of Scottish councils. The key criterion of the indicators is that they are generally comparable across all 32 councils.

4.   Benchmarking data from the LGBF has been recorded and publicly reported by all Scottish councils as a statutory requirement since 2010/11. Seven new measures have been included in the 2019/20 data set under the new categories of Financial Sustainability and Tackling Climate Change, however data is not yet available for 2019/20 for the climate change indicators. Four indicators relating to expected primary achievements at Curriculum for Excellence levels have been temporarily removed from the data set for 2019/20 given that data on teacher judgements was not collected due to the pandemic.

5.   Due to data availability issues, this year the data for the indicator on readmissions to hospitals within 28 days is presented as calendar year, rather than financial year. To improve the relevance of the indicator on council dwellings that are energy efficient, the basis on which it is calculated has changed this year. Previously this measure had been calculated on progress towards the Scottish Housing Quality Standards – SAP ratings which were due to be achieved by 2015. The measure will now be based on progress towards meeting the Energy Efficiency Standard for Social Housing (EESSH).

6.   A total of 93 measures are included in the full LGBF dataset split across 10 key service areas including Children's; Corporate; Adult Social Care; Culture and Leisure; Environmental; Housing; Corporate Assets; Economic Development, Financial Sustainability,

and Tackling Climate Change. One measure on cost of museums per visit is excluded for East Renfrewshire Council as it is not relevant.

7.   The Improvement Service coordinates the collection and analysis of the indicator data for all 32 councils and publish a national overview report annually. The report covers broad themes and key messages at a national level.   The full report and background data is available on the Improvement Service website.

8.   The published LGBF data is for financial year 2019/20. The data is therefore not new, and some of the information may have been publicly reported at the East Renfrewshire level already as part of the Council's performance management arrangements.

OVERVIEW OF COUNCIL PERFORMANCE

9.   The Improvement Service (IS) has provided detailed comparative analysis for each LGBF indicator at council level. East Renfrewshire's performance against these indicators is provided at Annex 1. The indicators are grouped and analysed within service headings. Within each service area the data is presented in line with East Renfrewshire Council's 'Balanced Scorecard' approach which covers our strategic delivery *Outcomes* and our organisational outcomes covering *Efficiency*, *Customer* and *People*. Local results, including the latest Citizens' Panel satisfaction data, are considered in the context of the national picture, including comparison of 2019/20 data with the Scottish and Family Group averages.

10.   The data-set can be regarded as a useful 'can opener' in flagging up issues worthy of further investigation (rather than viewing the data as a 'league table'). For example, high costs for one indicator may reflect investment to affect a policy change rather than inefficient spend and a trade-off between cost and performance can be expected. Considering related indicators together 'in the round' under service headings provides a more meaningful and accurate indication of performance in relation to other councils, and the balance between investment, efficiency and outcomes. When considering the data, it is also important to be aware of intended/expected levels of performance, rather than focusing on rank alone.

11.   LGBF data up to 2019/20 provides a picture of where Local Government had reached pre-COVID. The pandemic has affected Local Government services and service delivery. In the future the framework will be useful to assist councils to learn lessons from its response and to strengthen and redesign services around future policy priorities to support recovery and renewal. It will also be valuable in helping to track progress against the National Performance Framework. The impact of COVID will become apparent in future reporting.

12.   Comprehensive performance information for each of the service areas is listed in Annex 1. However, some key areas are highlighted below.

> **Children's Services**: We have maintained our position as the top performing education authority as measured by national qualifications. For educational attainment, the Council maintained very high levels of performance across the wide range of measures whilst making further improvements at 5+ SCQF levels 5 and 6. The examination attainment of our most deprived children continued to compare very favourably with other local authority and national averages. This performance has been achieved with relatively low costs in comparison to other Scottish councils; our cost per pupil in the primary and secondary sectors remains below the national averages. East Renfrewshire has for the past three years been in the top 5 ranks for keeping looked after children within their community. For this period we are significantly above the national average and our family group averages for the proportion of children who are looked after in a community rather than a residential setting.

Culture and Leisure Services: Physical library visits were on track to match or slightly improve on 2018/19 visitor numbers, however the beginning of the COVID pandemic had a major impact on the visitor statistics for March 2020. As a result there is a 1.7% decrease in physical visits compared to the previous year. 2019/20 attendances through leisure centres were down 6.5%, in part due to pandemic and the unplanned closure of Eastwood Leisure Centre pool. Despite this, public swimming was up 4.7%, and following the introduction of a new Learn to Swim framework, swimming lesson customers were up 15% on the previous year. The cost per attendance at sports facilities increased from £4.24 in 2018/19 to £5.60 in 2019/20, above the Scottish average of £2.71. Rank position fell from 30 to 32. Further investigation into the costs found that an increased allocation of an enhanced service management fee and a reduction in attendance numbers, both partly reflecting the early impact of COVID, have contributed to an adverse impact on this indicator. An initial review also suggests variation across councils in the way the indicator is calculated; further analysis is being undertaken including benchmarking within our family group to support learning and future improvement.

Economic Development and Planning: 2019/20 data shows that 13.4% of unemployed people were assisted into employment by East Renfrewshire Council operated/funded employability programmes (above the national average). In 2018/19 there was an unusually high number of clients moving into employment and figures in 2019/20 are more in line with expected figures for the service. Start-ups per 10,000 population decreased from 17.7% very slightly in 2019/20, and investment in Economic Development and Tourism per 1,000 population decreased significantly from £63,552 to £27,436. This was due to the impact of service redesign in 2017/18 and 2018/19 and there were no operational costs for tourism in 2019/20. East Renfrewshire Council percentage spend with local small/medium enterprises rank will always be comparably low given factors such as the existing supplier base and size and location of the local authority area (small rank change 31, previously 32). However as identified in the new Procurement Strategy 2019-2022 and working together with the Council's Economic Development team, we will focus on maximising opportunities to encourage local businesses, third sector organisations, supported businesses to do business with the Council.

Housing services: Housing Services performance remains steady in relation to delivery of non-emergency repairs and compliance with the Scottish Housing Quality Standard; with the Council performing comfortably against the Scottish local authority average for both of these indicators. Rent arrears as a percentage of rent due from tenants has increased in 2019/20, again, reflecting the impact of Universal Credit and other welfare reforms. We are continuing our work in mitigating the impacts through targeted resource and offering specialist advice. The percentage of our council homes that are up to the Energy Efficiency Standard for Social Housing (EESSH) is currently 78.9%, up from 74.6% in 2018/19, however, ranking fell from 17 to 19.

Environmental services: East Renfrewshire Council has now held the accolade of top recycling Council in Scotland for the last four years. In 2019, East Renfrewshire increased total percentage of household waste recycled to 67.8% which sits well above the Scottish average of 44.9%. In 2019/20 there were increases in the costs of residual waste resulting in an increase in both people resource and transportation. The increase in disposal costs were attributed to the increase in tonnage, payroll and transportation costs. We continue to allocate resources and target our well-known litter hot spots following investment in new fleet during 2019/20 and our street cleanliness score remains above the national average although there was a slight decrease in 2019/20, and a fall in 8 rank positions. There has been an improvement in the percentage of Class A, B, C and Unclassified roads that should be considered for maintenance treatment in 2019/20. Additional capital funding has resulted in improvement in the unclassified roads and the overall condition of our road network has improved from 39.1% to 35.5% considered for maintenance treatment.

Adult Social Care: In 2019/20 we were the best performing HSCP in Scotland for hospital bed days lost to delayed discharge and are ranked 4th for the rate of re-admissions to hospital within 28 days. Our performance on re-admissions is a positive reflection on the homecare and re-ablement services that are supporting local people following a stay in hospital. We continue to support the expansion of choice and control by encouraging the uptake of self-directed support (SDS) options. The LGBF measure shows continued growth in the proportion of spend through SDS Options 1 and 2. In 2019/20 we maintained performance in the % of people aged 65 and over with long-term care needs receiving personal care at home. The LGBF data shows an improvement in the proportion of adults supported at home who agree that they are supported to live as independently as possible, and that support has impacted positively on their quality of life. LGBF data also shows a large improvement in the proportion of people saying they had a say in how their help, care or support was provided reflecting our commitment to person-centred planning.

Corporate Services: The Council continues to demonstrate commitment to equalities as demonstrated by the reduction in the gender pay gap from 7.5% to 6.3% in 2019/20. Sickness absence rates have also improved from 10.1 days per FTE in 2018/19 to 8.2 days in 2019/20. However, sickness absence days for non-teachers increased from 12.35 days in 2018/19 to 12.97 days in 2019/20, above the Sottish average of 11.93 days. Rank position declined from 21 to 26. Data for 2020/21 shows this measure has now improved to 10.37 days. The measure of % of the highest paid 5% employees who are women dropped slightly from 59.89% in 2018/19 to 59.32% in 2019/20, this remains better than the Scottish average of 56.64%, however rank position fell from 4 to 11 in this time.

Council Tax collection rate continues to be significantly better than the Scottish average. Despite the marginal reduction of 0.17% in cash collected, the net billed figure increased to £53.4m. The cost of Council Tax collection has been adversely impacted by project costs recharged for implementing the new Council Tax and Benefits ICT system. Invoice payments processing performance has decreased by 5.7% from 2018/19 with 75.3% of invoices paid within 30 days. Our rank position is not reflective of the performance improvements in accuracy and error rates, avoiding duplicate payments and mitigating against potential financial risk. A rigorous compliance regime is firmly embedded and auditors continue to recognise the very significant performance improvements in this area.

Financial Sustainability: 5 new indicators were added to the LGBF suite in 2019/20 under this category. Overall performance remains stable compared to previous years despite an ongoing challenging financial situation. Uncommitted General Fund Balance as a % of council annual budgeted net revenue dropped slightly from 4.5% in 2018/19 to 4% to 2019/20, just above the Scottish average of 3.8%.

PERFORMANCE REPORTING ARRANGEMENTS

13.   Within the Council, performance against the indicators is monitored as part of our performance management arrangements and published on our website. LGBF performance data for each Council is also published by the Improvement Service on their *Mylocalcouncil* website, accessible here.

FINANCE AND EFFICIENCY

14.   There is a small annual charge paid by all councils £2,516 to participate in the LGBF which is covered within existing budgets. Participation in the framework is mandatory.

CONSULTATION

15.   There is an ongoing review and development of the LGBF in consultation with councils and partners. We continue to work closely with the IS on the validation of the LGBF data and have contributed feedback as part of reviews of the dataset. The Chief Executive of East Renfrewshire Council sits on the national LGBF Board which leads the overall development of the framework.

PARTNERSHIP WORKING

16.   All 32 councils participate in a range of LGBF Benchmarking events, where colleagues from services come together to collaborate to share practice and learn together. Councils are grouped together in Family Groups at these events, to bring together similar councils in terms of geography or deprivation.   Although the programme for 2020 had to be put on hold due to the pandemic, the programme for online workshops in 2021 has recently been published and includes 27 workshops between May and December 2021.

17.   Benchmarking activity helps the Council to identify and learn from good practice in other local authorities. The use of the LGBF and other benchmarking data to support service improvement is ongoing within the Council.

IMPLICATIONS OF THE PROPOSALS

18.   As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities and sustainability.

CONCLUSION

19.   The 2019/20 data shows that we continue to perform strongly in key outcome areas where we are making differences to people's lives. We continue to maintain the highest rates of recycling and educational attainment. Where our costs are above the national average we have clear policy intentions explaining what we aim to achieve as a result of our investment.

20.   The LGBF indicator set is only one means of recording and measuring the Council's performance. There is a wide range of performance information scrutinised and reported by the Council providing detailed information on performance throughout the year. To achieve a balanced picture, the outcomes we are reporting on over the next year through our Community Plan, incorporating Fairer East Ren, Outcome Delivery Plan and through various audits and inspections should be noted. It is also important to remember the data reported is for 19/20 and provides a pre-Covid position and therefore the effects and impact of COVID on service performance will become apparent in future LGBF reporting for 2020/21 and beyond.

RECOMMENDATIONS

21.   It is recommended that Cabinet:

(a) Scrutinise the Council's performance against the LGBF indicators and the action being taken by departments to address any performance issues.

(b) Consider whether any aspect of the council's performance is in need of improvement or further investigation.

REPORT AUTHORS

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BACKGROUND PAPERS
Local Government Benchmarking Framework: 2017-18 Performance, Cabinet, 12 March 2020
KEY WORDS
SOLACE, LGBF, benchmarking, Improvement Service, performance, indicators, SPIs, family groups

Summary of LGBF performance 2019/20

This annex provides a summary of East Renfrewshire's performance between 2017/19 and 2019/20. Indicators are arranged under thematic service areas and aligned to the delivery or organisational outcome they support. Performance in 2019/20 is shown alongside the national average and the family group average. Graphs are provided to place a spotlight on significant performance changes or other notable trends (graphs do not necessarily have comparable scales). Each service area includes a national overview, the strategic policy intention, commentary on East Renfrewshire Council's performance and information on what the Council is doing to improve services where relevant.

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Children's Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	Attainment of all children (% of pupils achieving 5+ awards at SCQF level 5)	87%	86%	88%	64%	64%	1	1	1
	Attainment of all children (% of pupils gaining 5+ awards at SCQF level 6)	63%	65%	69%	38%	40%	1	1	1
	Attainment of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 5)	69%	69%	61%	47%	41%	1	2	2
	Attainment of children who live in deprived areas (% pupils in 20% most deprived areas achieving 5+ awards at SCQF level 6)	37%	42%	42%	21%	17%	1	1	2
	% Average Total Tariff	1388	1354	1401	929	940	1	1	1
	% Average Total Tariff SIMD Quintile 1[1]	972	1039	968	649	581	1	1	2

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[1] A measure the average attainment of pupils according to the relative deprivation of the area they live. Quintile 1 = most deprived and quintile 5 = least deprived.

Annex 1

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	% Average Total Tariff SIMD Quintile 2	1139	1088	1127	759	670	1	1	1
	% Average Total Tariff SIMD Quintile 3	1324	1275	1328	904	897	1	1	1
	% Average Total Tariff SIMD Quintile 4	1300	1296	1388	1029	972	2	2	1
	% Average Total Tariff SIMD Quintile 5	1528	1478	1530	1240	1217	1	1	1
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	-	86.6%	data not yet available*	*	*	-	1	*
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	-	90.7%	*	*	*	-	1	*
	Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	-	20.35	*	*	*	-	10	*
	Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	-	13.07	*	*	*	-	1	*
	% of funded early years provision which is graded good/better	100%	96.9%	97%	90%	91%	1	5	7
	School attendance of all children[2]	-	95.2%	-	-	-	-	1	-
	School attendance of looked after children[3]	-	85.72%					2	-
	School exclusion rates (per 1000) of all children[4]	-	3.1%		-	-		2	-

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*P1, P4 and P7 curriculum for excellence data is not yet available for 2019/20. This is expected later this year.

[2] Attendance and exclusion data is released every two years therefore data is unavailable for 2017/18 and 2019/20.

[3] As above

[4] As above

	School exclusion rates (per 1000) of looked after children[5]	-	51.5%	-	-	-	-	2	-
	% of children meeting developmental milestones	85.3%	85.3%	84.3%	85.7%	88.6%	13	17	21
	% of children being looked after in the community	93.6%	98.0%	94.9%	90.1%	87.5%	5	1	3
	% of child protection re-registrations within 18 months	0%	7.7%	15.8%	6.9%	11.2%	1	22	30
	% looked after children with more than 1 placement in the last year (Aug-July)	29.09%	24.51%	18.8%	16.7%	20.9%	28	22	18
	% of pupils entering positive destinations	97.7%	97.5%	96.2%	93.3%	93.3%	3	2	4
	Participation rate for 16-19 year olds	96.8%	96.9%	96.8%	92.1%	94.7%	2	2	2
Efficiency Outcome	Cost per primary school pupil	£4,662	£4,881	£5,264	£5,599	£5,585	7	7	8
	Cost per secondary school pupil	£6,621	£7,004	£7,314	£7,538	£7,728	6	14	15
	Cost per pre-school place	£5,244	£5,994	£7,004	£6,787	£6,333	25	24	19
	Gross cost of 'children looked after' in a community setting per child per week	£205	£217	£223	£350	£439	5	3	4
	Gross cost of 'children looked after' in residential based services per child per week	£3,896	£12,308	£4,109	£3,853	£4,341	23	32	19
Customer Outcome	% of adults satisfied with local schools[6]	81%	82%	84%	72%	78%	6	6	4
	Citizens' Panel - Primary education % of service users rating service as very good or good	*96%*	*98%*	*98%*	*	*		*	
	Citizens' Panel - Secondary education % of service users rating service as very good or good	*89%*	*96%*	*97%*	*	*		*	

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[5] Attendance and exclusion data is released every two years therefore data is unavailable for 2017/18 and 2019/20.

[6] Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

Children's Services: Spotlights

CHN4 - % of Pupils Gaining 5+ Awards at Level 5
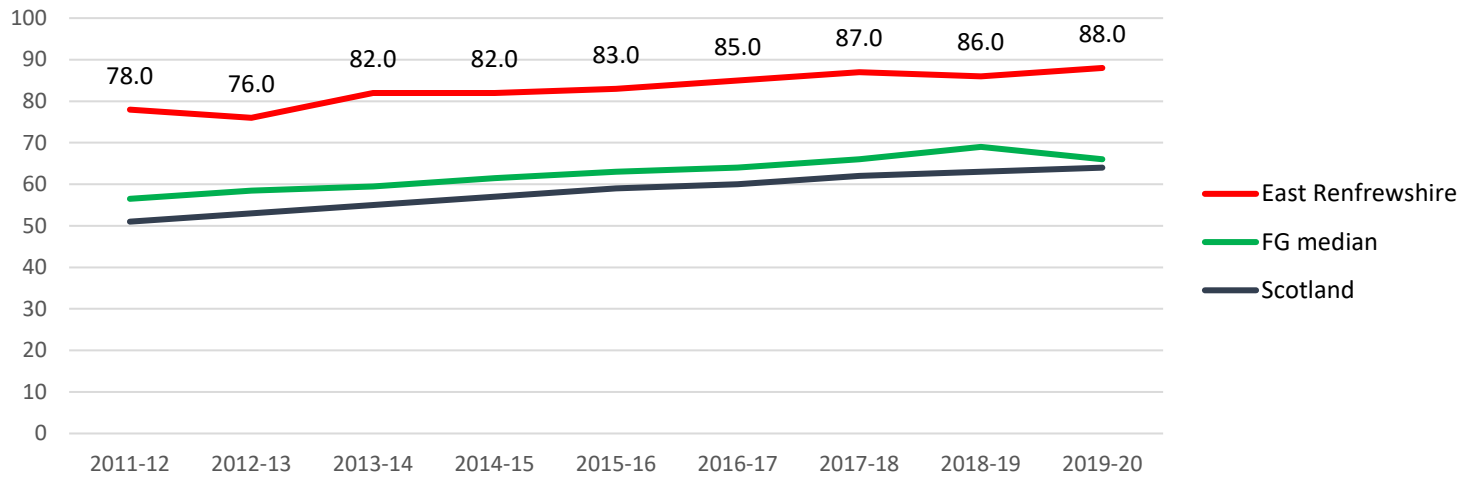
CHN5 - % of Pupils Gaining 5+ Awards at Level 6

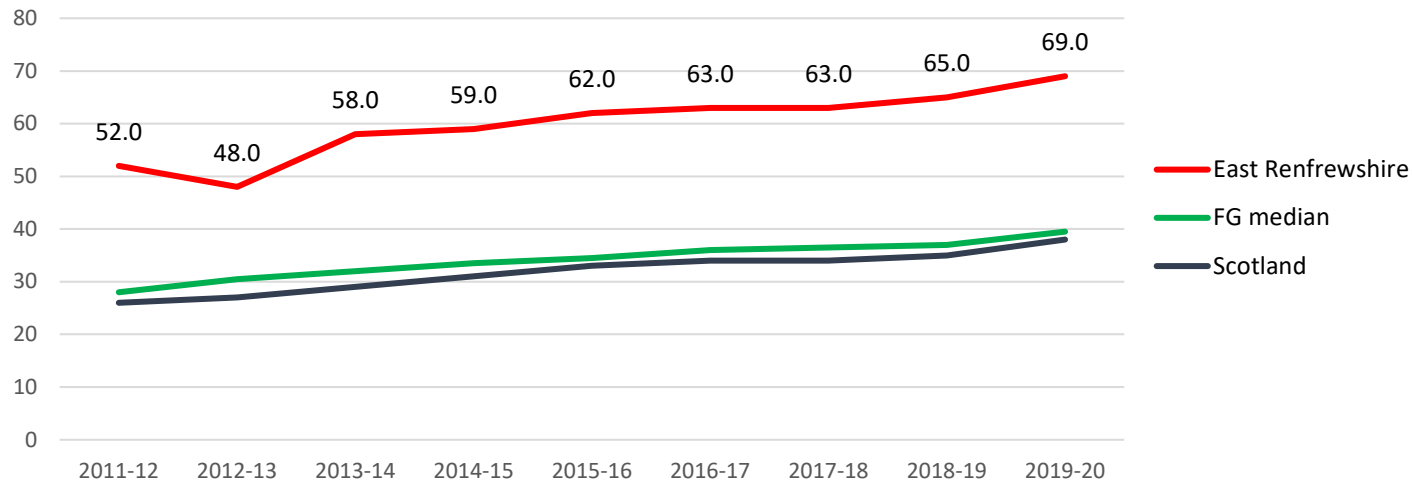## CHN12a - Overall Average Total Tariff

Values shown (East Renfrewshire): 1184.6, 1155.3, 1265.3, 1297.1, 1319.3, 1352.8, 1388.1, 1354.9, 1400.6

Legend: East Renfrewshire, FG median, Scotland

X-axis: 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20
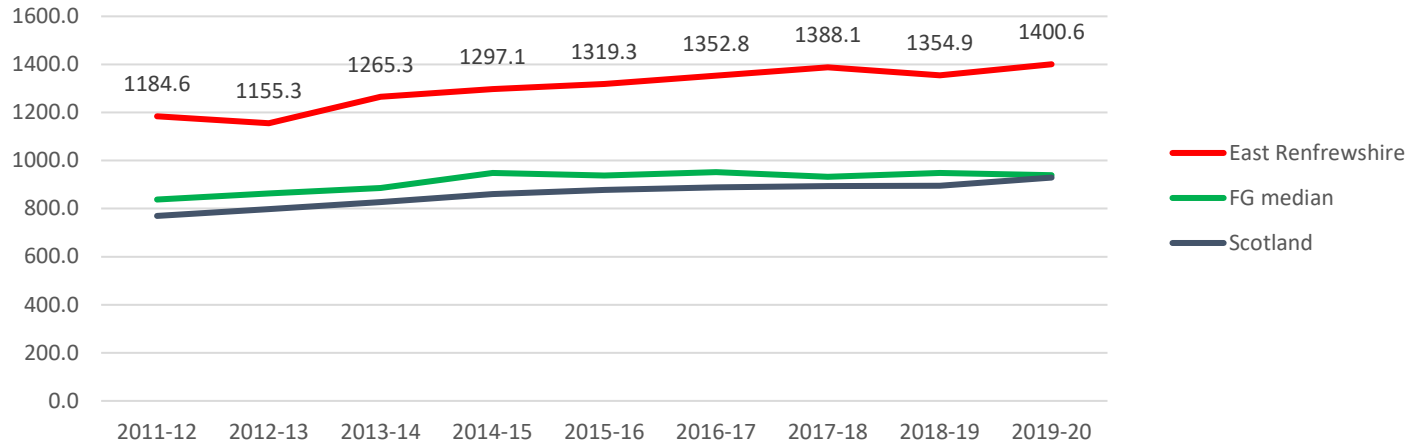
CHN9 - Balance of Care for looked after children: % of children being looked after in the Community

Values shown (East Renfrewshire): 95.5, 92.0, 94.7, 92.6, 94.5, 95.4, 91.5, 93.6, 98.0, 94.9

Legend: East Renfrewshire, FG median, Scotland

X-axis: 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20
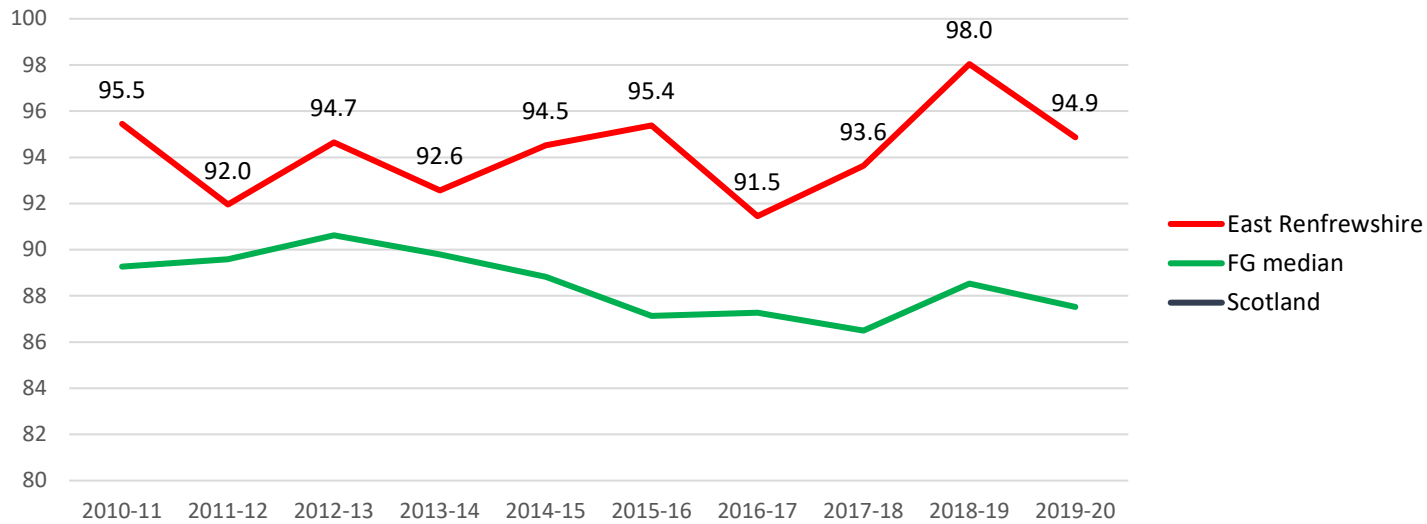
Children's Services: Information

National overview

Real time spend on Education has grown by 8% since 2010/11 and by 19% on services for looked after children. In 2019/20, growth in education spend has accelerated, increasing by 7.1%. This reflects increased costs associated with the recent teacher pay award, access to additional monies via the Scottish Attainment Challenge and Pupil Equity Fund, and the Early Years Expansion programme. Measures of educational outcome have shown substantial positive progress since 2011/12 with the scale of changes seen reflecting improvements equating to both better grades and more awards at higher SCQF levels. Other improvements in performance include greater placement stability and reducing school exclusion rates for children who are looked after. While the vast majority of data in this year's LGBF report presents the position pre-Covid, the 2019/20 educational attainment indicators refer to the academic year which was significantly impacted by the pandemic. For 2019/20 data, the absence of external assessment information led to grades awarded in 2020 being based on teacher estimates. These results are therefore not directly comparable with previous and future years. Any change between the attainment levels of the 2019/20 cohort and those of previous years should therefore not be seen as an indication that performance has improved, or worsened without further evidence.

Relatively small datasets within the vulnerable children's population often result in reported figures over the three-year period being presented as statistically significant when this is not necessarily the case. The three children's social work measures are an example of this as very small data changes up or down tend to be presented as larger population fluctuations and more significant than they actually are. An example of this is the impact of sibling groups changes in placement moves, and child protection re registrations especially.

Strategic Policy Intention

East Renfrewshire's vision for education is Everyone Attaining, Everyone Achieving through Excellent Experiences. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. In striving for this vision we also seek to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

East Renfrewshire's Corporate Parenting plan aims to collaboratively provide and support caring homes that meet the needs of our children and young people whether they are with parents, kin, foster carers or supported carers and to working in partnership to ensure assessment and planning for children and young people includes their views and those of everyone who has a role in caring for them in order to support the best possible decisions being made by Scottish Children's' Reporter Administration (SCRA), Children's Hearings and Looked After Reviews. These aims keep our focus on making the best decisions to provide children and young people with long term safety and support aligning with the goals of the Promise.

Council performance

We have maintained our position as the top performing education authority as measured by national qualifications. For educational attainment, the Council maintained very high levels of performance across the wide range of measures whilst making further improvements at 5+ SCQF levels 5 and 6. The examination attainment of our most deprived children as measured by the average total tariff score continued to compare very favourably with other local

authority and national averages. Some attainment measures were not collected or reported in 2019/20 including Curriculum for Excellence levels at Primary 1,4 and 7.

Almost all authority run and funded early year's providers were graded good or better in 2019/20. We also recorded high levels of satisfaction with education services as measured by the Citizens' Panel results. This performance has been achieved with relatively low costs in comparison to other Scottish councils; our cost per pupil in the primary and secondary sectors remains below the national averages. The cost for each pre-school place has increased over the past few years as a result of the department's proposal to continue to progress with plans to deliver 1140 hours of early learning and childcare (ELC) for all eligible 2, 3 and 4 year old children from August 2020, albeit in a more limited way given the impact of COVID-19 on plans. This includes the completion of the required new ELC facilities at Glenwood Family Centre; two new build larger replacements for Busby and Eaglesham primary school nursery classes; a new build family centre in the site of Crookfur pavilion; new extension at Cross Arthurlie Primary School; and works at Overlee park to establish a new family centre for August 2021.

East Renfrewshire has for the past three years been in the top 5 ranks for keeping children within their community. For this period we are significantly above the national average and our family group averages for the proportion of children who are looked after in a community rather than a residential setting. In relation to ERHSCP Children's Services although the figure for placement moves is higher than the national average it is lower than the family group average. The context in this respect is important to understand too. Given the small numbers of looked after children in East Renfrewshire sibling groups who move make a significant effect on our overall percentage. One placement move can also represent a rehabilitation home and move to adoptive parents therefore there are placement moves which are positive moves for a child which increase security and stability.

East Renfrewshire ranks 30th for child protection re-registrations which is higher than the previous year and it is also above the Scottish average. The increase from 2018/19 to 2019/20 is as a result of larger sibling groups being re-registered. Overall low figures locally mean that small numbers can appear as bigger variations and so the evident increase is not in fact statistically significant.

Gross costs of residential placements are relatively stable and comparable with the Scottish average and the benchmarking family group. The one outlier year of 2018/19 where the figure is significantly higher is due to an increase in the number of children with complex disability requiring specialist residential care and school placements. Community settings gross costs for children subject to statutory measures although appearing lower than the Scotland and the Family Group average will be subject to local accountancy review in the following year as the formulae for costings is due to be revised.

What the Council is doing to improve services

East Renfrewshire Education Department will continue to challenge and support schools to improve performance further for all children and young people. Key activities focus on improvements to support prevention and early intervention as a result of the disruption caused by the pandemic; supporting families to transition to new ELC settings and models; working with partners to increase parenting capacity and continuing to implement the Digital Learning and Teaching strategy. Our schools will promote and sustain a sense of equality and equity throughout the curriculum and service delivery. In East Renfrewshire, benchmarking data including the LGBF is used as a results-driven process to increase effectiveness, set future targets and improve outcomes for all learners. Best practice is also disseminated to improve outcomes for all children and young people. The Education department will continue to take a proactive approach to managing future budget reductions by maximising efficiency opportunities and taking action to minimise the impact of savings ultimately approved.

The use of the Signs of Safety approach in ER HSCP Children's Services focuses our work on strengthening and supporting families to enable children to remain safely within their families where possible. East Renfrewshire have not placed a child in a secure residential setting since 2014 instead using Intensive Services to provide high levels of family and community support to keep children and young people safely with their family and community. This approach to our practice aligns with the aims of the Promise.

Culture & Leisure Services

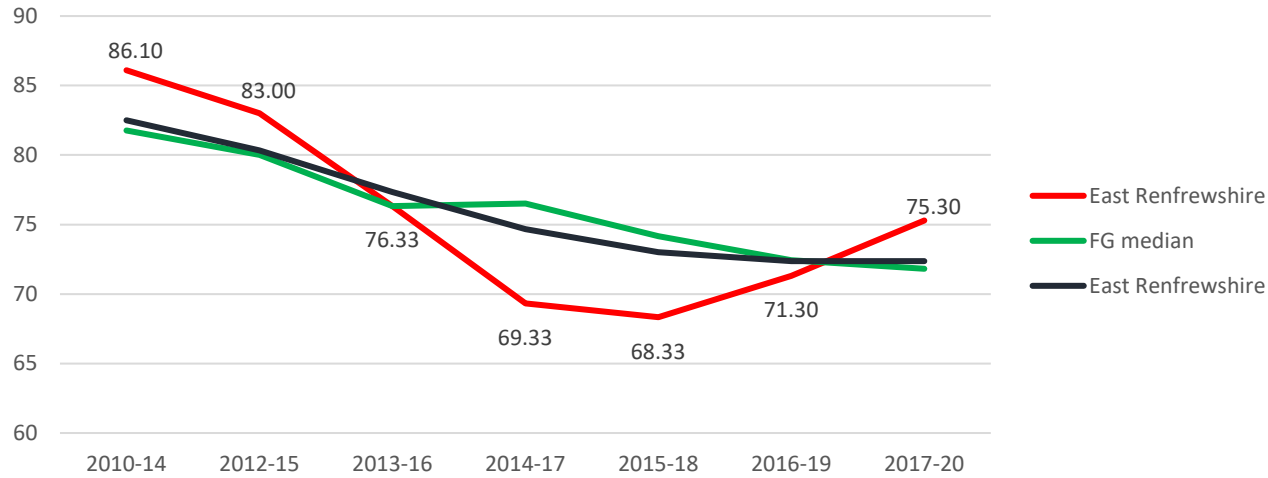| Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Efficiency Outcome	Cost per visit to libraries	£1.06	£1.44	£1.93	£2.00	£1.75	5	8	10
	Cost per attendance of sport and leisure facilities (including swimming pools)	£4.34	£4.14	£5.60	£2.71	£2.34	30	30	32
Customer Outcome	Percentage of adults satisfied with libraries[7]	68.3%	71.3%	75.3%	72.4%	71.8%	27	22	13
	Citizens' Panel - Libraries % of service users rating service as very good or good	*93%*	*93%*	*91%*	*		*		
	Percentage of adults satisfied with leisure facilities[8]	65.3%	64.3%	67.3%	70.1%	71.4%	30	30	23
	Citizens' Panel - Sport and Leisure facilities % of service users rating service as very good or good	*75%*	*74%*	*79%*	*		*		

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[7] Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

[8] Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

Culture & Leisure: Spotlights

C&L5a - % of adults satisfied with libraries

86.10
83.00
76.33
75.30
69.33
68.33
71.30

- East Renfrewshire
- FG median
- East Renfrewshire

2010-14 2012-15 2013-16 2014-17 2015-18 2016-19 2017-20

C&L1 - Cost per attendance at Sports facilities

£5.91
£4.42
£4.74
£5.38
£5.19
£4.71
£4.11
£4.55
£4.24
£5.60

- East Renfrewshire
- FG median
- Scotland

2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20
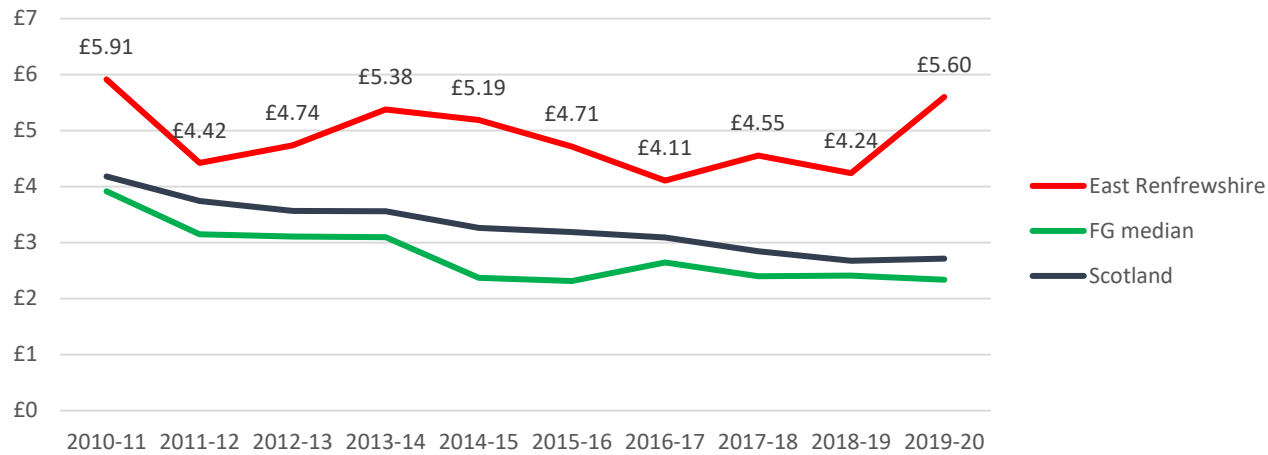
Culture & Leisure: Information

National overview

Despite a real reduction in spend of 26.5% since 2010/11, leisure and cultural services have sharply increased their usage rates, partly driven by the expansion in digital provision. During this time the substantial increases in visitor numbers across to libraries (41%), has resulted in unit cost reductions of 50%. In 2019/20, there has been a further 3.3% real reduction in spend, marking 8 years of reducing spend on culture and leisure services. Attendances to libraries are still on the rise, by 1.9% over the last 12 months, leading to a further reduction in cost per use. Since 2010/11 visitor numbers across sports facilities have increased by 14% resulting in unit cost reductions of 35%. In the last 12 months sports facilities have seen a 4.5% drop in attendances over the same period which moderates the effect of 3.3% reduction in spend and has resulted in a 1.3% increase in cost per attendance at sport facilities.

East Renfrewshire Culture and Leisure's Strategic Policy Intention

A Public Library Strategy 2019 – 2022 was approved by council in November 2019 and aims to build on the Library Service's position as one of the most innovative and highest performing in Scotland, whilst cementing the dramatic reductions in cost per visit achieved over the last five years. A new Sports and Physical Activity Strategy is being developed in partnership with ERC through a Physical Education, Physical Activity and Sports Working Group for presentation to Council in 2021. Its aim will be to further develop sport and leisure programmes and facilities to grow participation in ways which balances ambitions for both commercial performance and community participation.

East Renfrewshire Culture and Leisure (ERCL) Performance

Library physical visits were on track to match or slightly improve on 2018/19 visitor numbers however the beginning of the COVID pandemic had a major impact on the visitor statistics for March 2020. As a result there is a 1.7% decrease in physical visits compared to the previous year (2018/19 – 511,555 physical visits, 2019/20 – 502,865 physical visits). It is a similar picture for book loans with the notable drop in usage in March 2020 contributing to an overall impact of a 2.9% fall in book issues compared to 2018/19 (2018/19 – 410,388 book issues, 2019/20 – 398,252 book issues).

In 2019 the successful launch of the first and only Open Plus library in Scotland took place at Clarkston library. Through a successful bid for 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 in March 2020 has seen access to newspapers and magazines increase enormously with over 7,000 titles available to access for free. The partnership with MacMillan Cancer saw two Cancer Information and Support Service (CISS) points, launched at Clarkston Library and Barrhead Foundry in 2019. East Renfrewshire libraries had the 5th highest number of participants in the 2019/20 Summer Reading Challenge and the 5th highest again number of completers across Scotland.

Our 2019/20 attendances through leisure centres were down 6.5% on prior year, in part due to Covid (600,066 cf. 642,172), and unplanned closure of Eastwood Leisure Centre pool. Despite this, public swimming was up 4.7%, and following the introduction of a new Learn to Swim framework, swimming lesson customers were up 15% on the prior year. 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, the refresh of gym equipment at other sites, and a successful marketing and sales campaign increasing the gym membership to its highest level in five years (up 8.6% on prior year). Tackling inequality and improving life chances for local people are at the heart of community planning partner's priorities and reflected in Community Plans, and a number of initiatives and programmes have

been led by Sports and Physical Activity teams. Costs per attendance at sports facilities have increased on the previous year. The cost per attendance at sports facilities increased from £4.24 in 2018/19 to £5.60 in 2019/20, above the Scottish average of £2.71. Further investigation into the costs found that an increased allocation of an enhanced service management fee and a reduction in attendance numbers, both partly reflecting the early impact of COVID, have contributed to an adverse impact on this indicator. An initial review also suggests variation across councils in the way the indicator is calculated; further analysis is being undertaken including benchmarking within our family group to support learning and future improvement.

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. Others included Corporate Parenting, and the For Your Entertainment programme; support for people with chronic conditions (Vitality, GP Referral, MacMillan Cancer Support's Move More, Dementia Awareness); and an expanded Holiday Hunger Programme and work with the community in Dunterlie who are otherwise excluded from mainstream participation.

What East Renfrewshire Culture and Leisure is doing to improve services
ERCL's Library Service will:
- Maximise value from the service for residents and communities.
- Maximise the service's contribution to national strategies and outcomes, ERC's Community and Outcome Delivery plans and the Trust's business plan.
- Respond to current and foreseeable financial pressures by delivering increased outcomes at reduced cost.
- Create an enduring library service for the twenty-first century.

For Libraries this will mean:
- Exploring a diverse range of partnerships to broaden our support and supporter base.
- Supporting ERC schools to deliver on the National Schools Library Strategy and delivering on Scottish Government national initiatives designed to improve literacy and numeracy.
- Developing and delivering ICT programmes to support residents to become "digital by default".
- Exploring opportunities to develop services to tackle social isolation in conjunction with partners and volunteers.
- Working with NHS and other partners to ensure access to accurate and trusted health information.
- Supporting economic recovery by offering supported access to information, free public WiFi, and learning opportunities.

ERCL leisure services will:
- Contribute to ERC's goals and community planning objectives.

For ERCL's leisure centres and associated programmes this will mean:
- Producing an updated Sports & Physical Activity Strategy for East Renfrewshire.
- Reviewing our Fitness Class offer and developing / sustaining the online and outdoor provision.
- Improving our data capture, benchmarking, evaluation and use of measures and research.
- Working with ERC on plans for the future of Eastwood Park Leisure, and the longer-term vision for Neilston as well as the maintenance of our existing facilities.
- Working with partners to improve the customer journey in our gyms, swimming lessons and other bookable programmes, building on the App, with a new website.

Parks & Open Spaces

Alignment	Indicator	East Renfrewshire values			2019/20 Scotland	2019/20 Family Group	East Renfrewshire ranks		
		2017/18	2018/19	2019/20			2017/18	2018/19	2019/20
Efficiency Outcome	Cost of parks and open spaces per 1,000 population	£18,150	£24,542	£16,309	£20,111	£21,465	12	23	9
Customer Outcome	Percentage of adults satisfied with parks and open spaces [9]	85.7%	87.2%	90.5%	83.5%	83.9%	20	11	2
	Citizens' Panel - % rating public parks and open spaces as very good or good	*91%*	*94%*	*90%*	*		*		

[9] Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20)

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

Parks & Open Spaces: Spotlights

C&L4 - Cost of Parks & Open Spaces per 1,000 Population
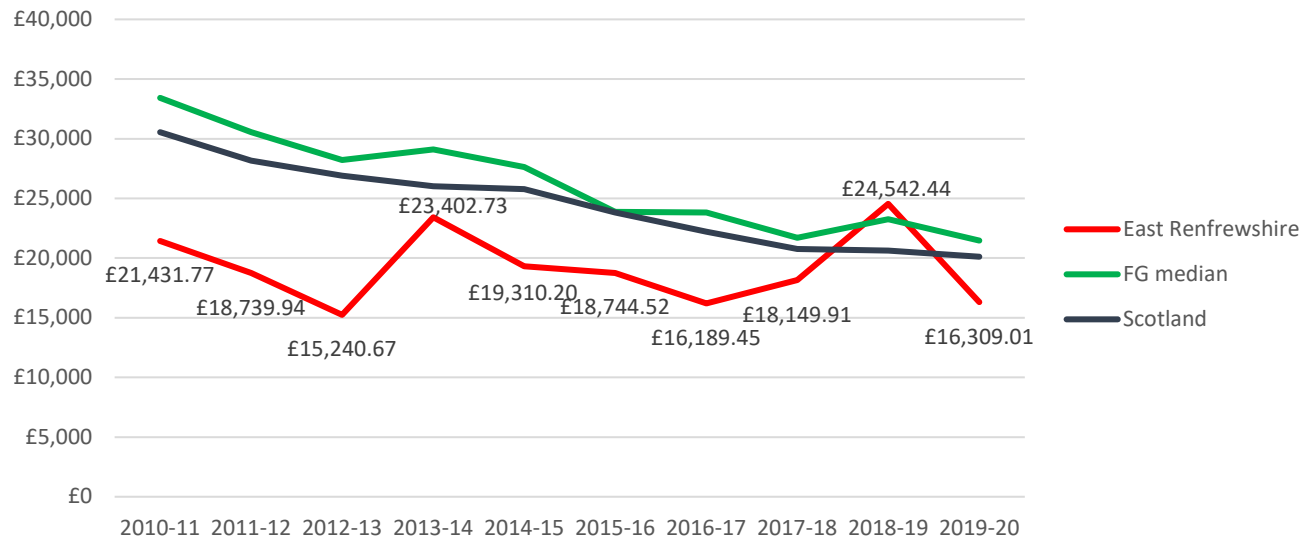
C&L5b - % of adults satisfied with parks and open spaces

Parks & Open Spaces: Information

National overview

Spend on parks and open spaces is reflected as spend per 1,000 population. Over the ten-year period from 2010/11 to 2019/20 spend has reduced in real terms by 34.2%, from £30,546 to £20,107. There has been a year on year reduction across the period, including a 2.9% in 2019/20.

Strategic Policy Intention
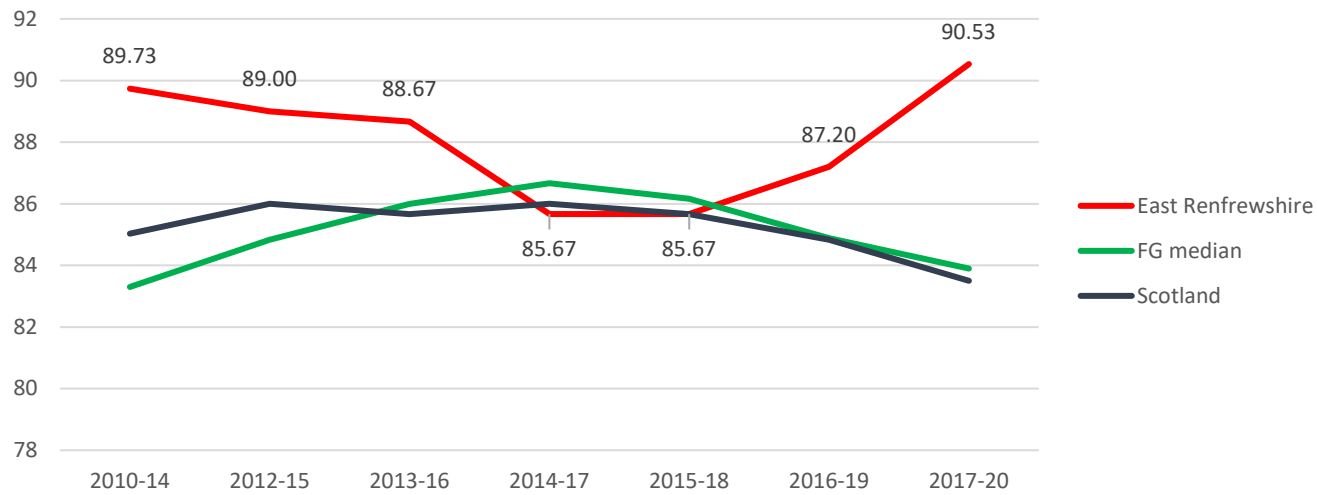
East Renfrewshire Council is committed to investing in our Parks and Open Spaces in order to provide excellent quality greenspace for our residents and visitors throughout the authority. This investment will enable the Parks service to contribute to a range of national and local priorities including; promoting sustainability by providing excellent natural resources which can be used for recreation and leisure and providing services that attracts inward investment into the area.

Council performance

Part of the reduction in the costs of parks and open spaces in 2019/20 was attributed to the restructuring exercise and savings taken from the 2019/20 budget. Whilst there has been ongoing spend and investment in our parks and open spaces such as outdoor gym equipment in several locations, repairs to existing equipment, pathways and fencing, these have not been on the same financial scale as previous investments such as Rouken Glen and Cowan Park. We have undertaken a larger number of smaller remedial projects to ensure the safety and improve the aesthetics of our parks and the satisfaction levels of our parks and open spaces has continued to improve to 90.5%.

What the Council is doing to improve service

We continue to strive to improve our Parks and Open Spaces managing this via the Council's Open Spaces Asset Management Plan (OSAMP). We will seek further investment and funding in order to ensure that our parks and open spaces provide an outstanding experience to our residents and visitors with satisfaction levels to reflect. We have had the opportunity to explore the commercialisation of our Parks by supporting the successful Playground Festival and also smaller events such as Party in the Park. These events not only provide additional revenue for the Council but they also put East Renfrewshire Council firmly on the map. The increased footfall from these events helps to support surrounding local businesses. Our Cemeteries will continue to be given the necessary investment and the Council's memorial inspection programme is one aspect of this along with the ongoing remedial works to improve pathways and facilities. Through working with partners in Planning, future burials provision within ERC will be assessed.

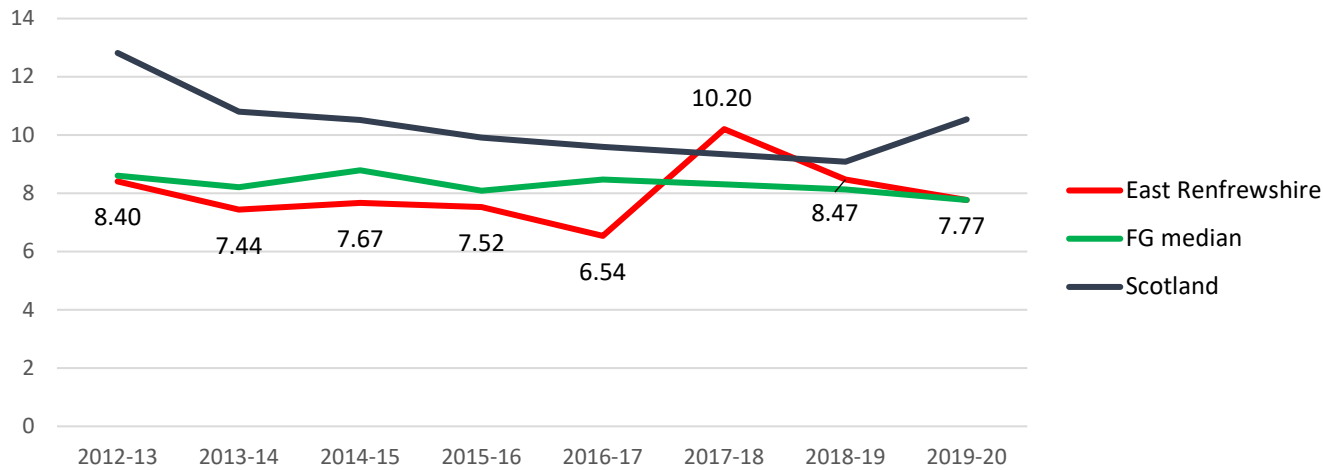| Delivery Outcome |
|---|
| East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents |

Economic Development & Planning

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	% unemployed people accessing jobs via council operated/funded employability programmes	13.2%	29.9%	13.4%	12.7%	15.1%	13	1	17
	% of procurement spent on local small/medium enterprises	9.5%	8.9%	9.6%	28.5%	19.8%	32	32	31
	No of business gateway start-ups per 10,000 population	17.3%	17.7%	15.1%	16.4%	16.7%	20	18	25
	% of people earning less than the living wage	30.1%	30.1%	25.5%	16.9%	23.01%	28	28	26
	% of properties receiving superfast broadband	94.6%	96.1%	95.9%	93.3%	95.9%	9	9	11
	Town vacancy rates	8.5%	10.2%	11.9%	11.7%	11.5%	6	16	20
	Immediately available land as a % of total land allocated for employment purposes in the LDP	92.8	97.5	94.1%	36.2%	55.2%	1	2	2
Efficiency Outcome	Cost of planning and building standards per planning application	£5,075	£4,205	£4,210	£4,440	£4,107	26	15	16
	Average time (weeks) per business and industry planning application	10.2	8.5	7.8	10.5	7.8	24	18	9
	Investment in Economic Development & Tourism per 1,000 population	£27,496	£63,552	£27,436	£102,811	£51,923	1	17	2

Economic Development & Planning: Spotlights

ECON4 - % procurement spend on Local enterprises

8.97 8.08 5.23 8.58 7.94 10.04 22.20 9.52 8.90 9.61

- East Renfrewshire
- FG median
- Scotland
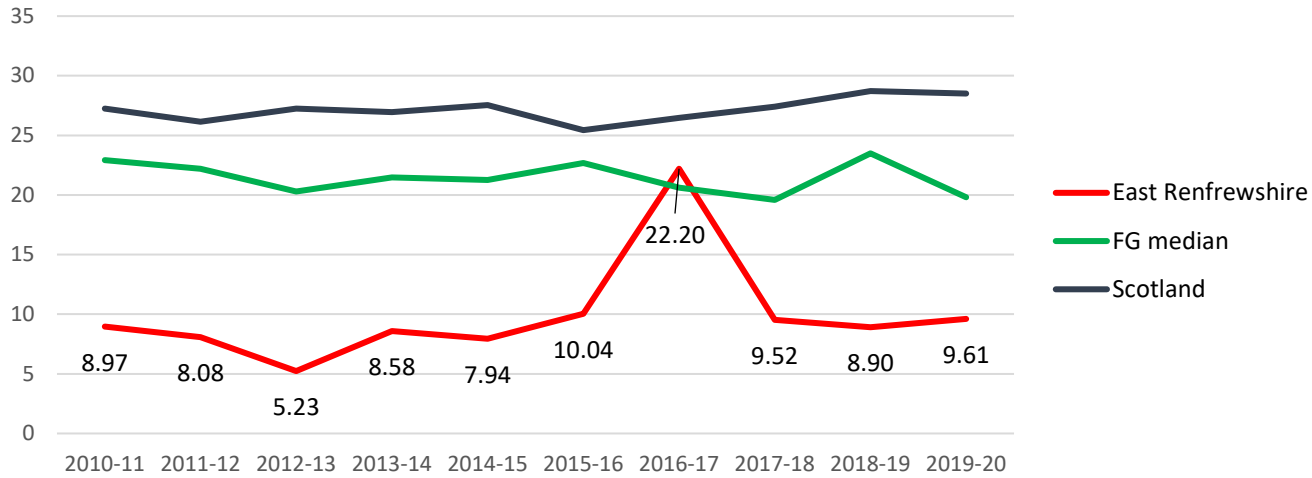
ECON3 - Average time per business and industry planning application (weeks)

8.40 7.44 7.67 7.52 6.54 10.20 8.47 7.77

- East Renfrewshire
- FG median
- Scotland

Economic Development & Planning: Information

National overview

Economic development and tourism expenditure has increased by 10% since 2010/11. This growth is driven by significant capital expenditure across this period reflecting the regional economic growth agenda. This has grown by 121% since 2010/11 but reduced by 22% in 2019/20. Capital expenditure now forms 42% of total economic development expenditure, compared to 21% in 2010/11. Since 2010/11, revenue expenditure has fallen by 19.7%, although has increased by 11.6% in 2019/20.

Strategic Policy Intention

East Renfrewshire Council's Strategic Services team in the Environment Department is responsible for economic development and encompasses three core service areas – People, Place and Business. These are designed to support and develop the three core areas of the economy: the skills and employability of our local residents, and to help them access sustainable employment; local business support in terms of new starts and growth for existing businesses and access to grants and loans; and place which aims to make our town centres and localities more attractive by increasing footfall and developing a placed based approach to support economic growth.

Council performance

2019/20 data shows that 13.4% (147) of unemployed people were assisted into employment by East Renfrewshire Council operated/funded employability programmes, which is higher than the national average of 12.7%. In 2018/19 there was a significant number of referrals coming from DWP, partners and self-referrals who were deemed "job ready". This resulted in an unusually high number of clients moving into employment. In 2019/20 the number of clients being referred to employability services required much more intensive support to get them "job ready". Figures in 2019/20 are more in line with expected figures for the service. There continues to be an increase in the amount of spaces available to the Council from the Modern Apprenticeship programme.

East Renfrewshire Council percentage spend with local small/medium enterprises will always be comparably low given factors such as the existing supplier base and size and location of the local authority area. However as identified in the new Procurement Strategy 2019-2022 and working together with the Council's Economic Development team, we will focus on maximising opportunities to encourage local businesses, third sector organisations, supported businesses to do business with the Council.

In East Renfrewshire start-ups per 10,000 population decreased from 17.7% to 17.4% (167) in 2019/20, with the Scottish average at 16.4%. The Business Gateway team has close working links with the Council's business support and employability teams ensuring a consistent and joined-up approach to our local businesses.

Investment in Economic Development and Tourism per 1,000 population decreased significantly £63,552 to £27,436 from 2018/19. This was due to the impact of service redesign in 2017/18 and 2018/19 and there were no operational costs for tourism in 2019/20.

What the Council is doing to improve services

The Economic Development team covers the 3 main areas of People, Place and Business. It delivers against a wide range of externally funded areas such as the ERC CPP Employability Pipeline and ER Business Competitiveness programmes which are part-financed by Council resources and the European Social Fund and European Regional Development Fund, respectively.

Changes in provision for Work EastRen's strategic skills pipeline (Phase 2) has seen new services include dedicated provision to work with those residents who have health barriers to employment and a new youth employability programme. Given the complex barriers that many of these participants face in accessing employment, it is expected that more favourable return on the investment will be seen in 2020/21. The introduction of the Scottish Government's No One Left Behind approach to deliver employability services has allowed the local authority to help shape provision to meet the needs of our local residents.

The Council continues to adopt a more corporate approach which links with the Workforce Planning agenda, which has been reflected in our National Training Programmes bids to Skills Development Scotland. The Council actively promotes business support and employability services to help ensure targets are achieved and continue to play an important role in the delivery and promotion of national employability agendas.

The Family Firm Coordinator will continue to have a positive impact on the progression and implementation of this programme. 2019/20 saw the introduction of Phase 2 of the Family Firm traineeship programme hosted by the Environment Department. Each trainee is employed for a 12 month period and experiences working across different teams within the Department. The programme continues to be a huge success with all trainees moving onto a positive destination once the programme came to an end.

Housing Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	% of stock meeting the Scottish Housing Quality Standards[10]	97.6%	97.4%	97.9%	94.9%	95.2%	7	11	5
	% of council dwellings that are energy efficient[11]	72.2%	74.4%	79.0%	84.1%	80.6%	14	17	19
	Average number of days taken to complete non-emergency repairs	4.8	5.2	5.4	7.3	9.9	4	3	5
Efficiency Outcome	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5.0%	5.8%	6.5%	7.3%	8.7%	6	7	9
	% of rent due in the year that was lost due to properties being empty (voids)	0.9%	1.4%	1.8%	1.1%	1.4%	15	20	22

[10] Council stock figures are only relevant for 26 of 32 authorities (rank runs from 1 to 26).
[11] Previously this indicator had been calculated on progress towards the Scottish Housing Quality Standards – SAP ratings. From 2019/20 the indicator is now based on progress towards meeting the Energy Efficiency Standard for Social Housing (EESSH).

Housing: Spotlight

HSN2 - Percentage of rent due in the year that was lost due to voids
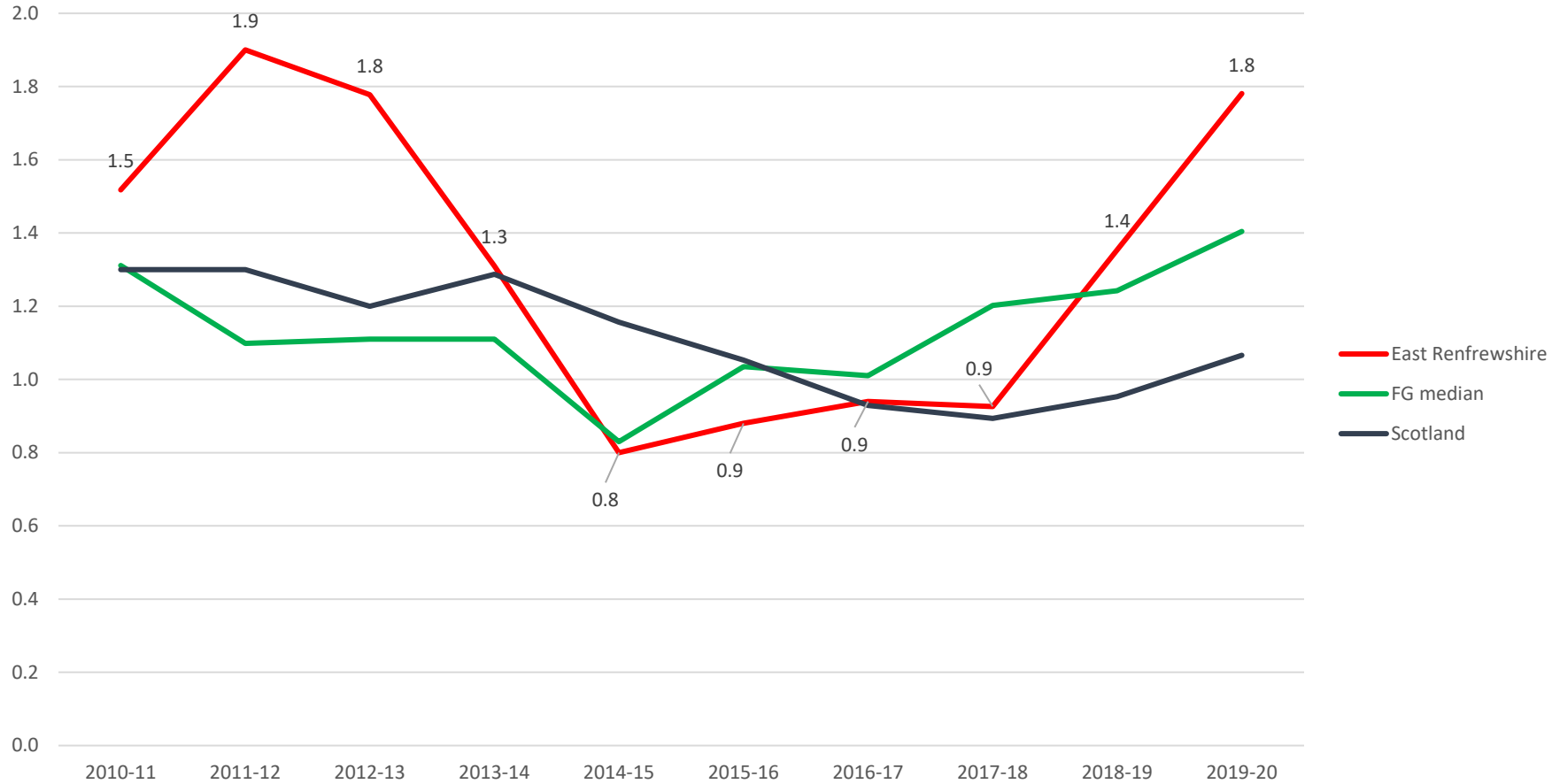
Housing: Information

National Overview

Councils continue to manage their housing stock well. Since 2010/11, the average time taken to complete non-emergency repairs has reduced by 28%, from 10.2 days to 7.3 days. Rent lost to voids has also reduced across this period, from 1.3% to 1.1%. However, since 2017/18 the % of rent lost has begun to increase, growing by 0.2 percentage points in the most recent two years. In 2019/20, £400,000 was lost due to voids, compared to £223,000 in 2017/18.

Strategic Policy Intention

Our long term vision continues to be the best Scottish council in delivering Housing and Housing related services to all of our customers. We will improve the lives of our residents through the provision of affordable, suitable housing and related services that are customer focused, of high quality and provide good value. Our key focus is on reviewing our systems.

Council Performance

Housing Services performance remains steady in relation to delivery of non-emergency repairs and compliance with the Scottish Housing Quality Standard; with the Council performing comfortably against the Scottish local authority average for both of these indicators. Rent arrears as a percentage of rent due from tenants has increased in 2019/20, again, reflecting the impact of Universal Credit and other welfare reforms and we are continuing our work in mitigating the impacts through targeted resource and offering specialist advice. The percentage of our council homes that are up to the Energy Efficiency Standard for Social Housing (EESSH), which is now reflected in LGBF reporting from 2019/20, our compliance is currently 78.9% (74.6% 2018/19).

What the Council is doing to improve services

We are focusing our attention proactively towards the many tenants whose circumstances are expected to have changed significantly in 2020/21. In the year 2020/21, 685 (approx. 23% of all tenancies) council tenants were new Universal Credit claimants. This has been due to a change in circumstances i.e., job loss, reduced hours etc. All new claimants automatically wait at least 4 weeks before receiving any payments. In some cases, this can be as long as 7 weeks. This has caused a significant rise in rent arrears. Despite ongoing restrictions Housing Services are assisting tenants by targeting advice and support, maximising their income, and keeping a regular dialogue with them on appropriate repayment arrangements. We are also focused on undertaking the work in our properties that will have the most impact in maximising our compliance with the Energy Efficiency Standard for Social Housing (EESSH) by the end of 2020. Implementation of the recommendations of reviewing our void property management process is in sharp focus to achieve visible improvements in performance in this area. However the impact of these improvements has been limited due to restrictions on house moves during the 1st lockdown and social distancing requirements to undertake the necessary repairs.

Roads Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	% of class A roads that should be considered for maintenance treatment[12]	17.0%	17.2%	15.5%	30.6%	21.9%	2	1	1
	% of class B roads that should be considered for maintenance treatment[13]	31.62%	29.6%	26.3%	35%	27.9%	16	14	13
	% of class C roads that should be considered for maintenance treatment[14]	34.5%	34.5%	33.0%	35.1%	34.5%	17	17	16
	% of unclassified roads that should be considered for maintenance treatment[15]	41.3%	44.2%	40.0%	37.8%	36.7%	22	26	22
Efficiency Outcome	Cost of maintenance per kilometre of roads	£19,972	£21,652	£24,514	£9,707	£16,778	27	30	31
Customer Outcome	*Citizens' Panel - % rating maintenance of roads as good or very good*	*24%*	*21%*	*22%*	*		*		

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[12] Data relates to 2016-18, 2017-19 and 2018-20

[13] As above

[14] As above

[15] Data relates to 2014-18, 2015-19 and 2016-20

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

Roads Services: Spotlight

ENV4e - Percentage of unclassified roads that should be considered for maintenance treatment
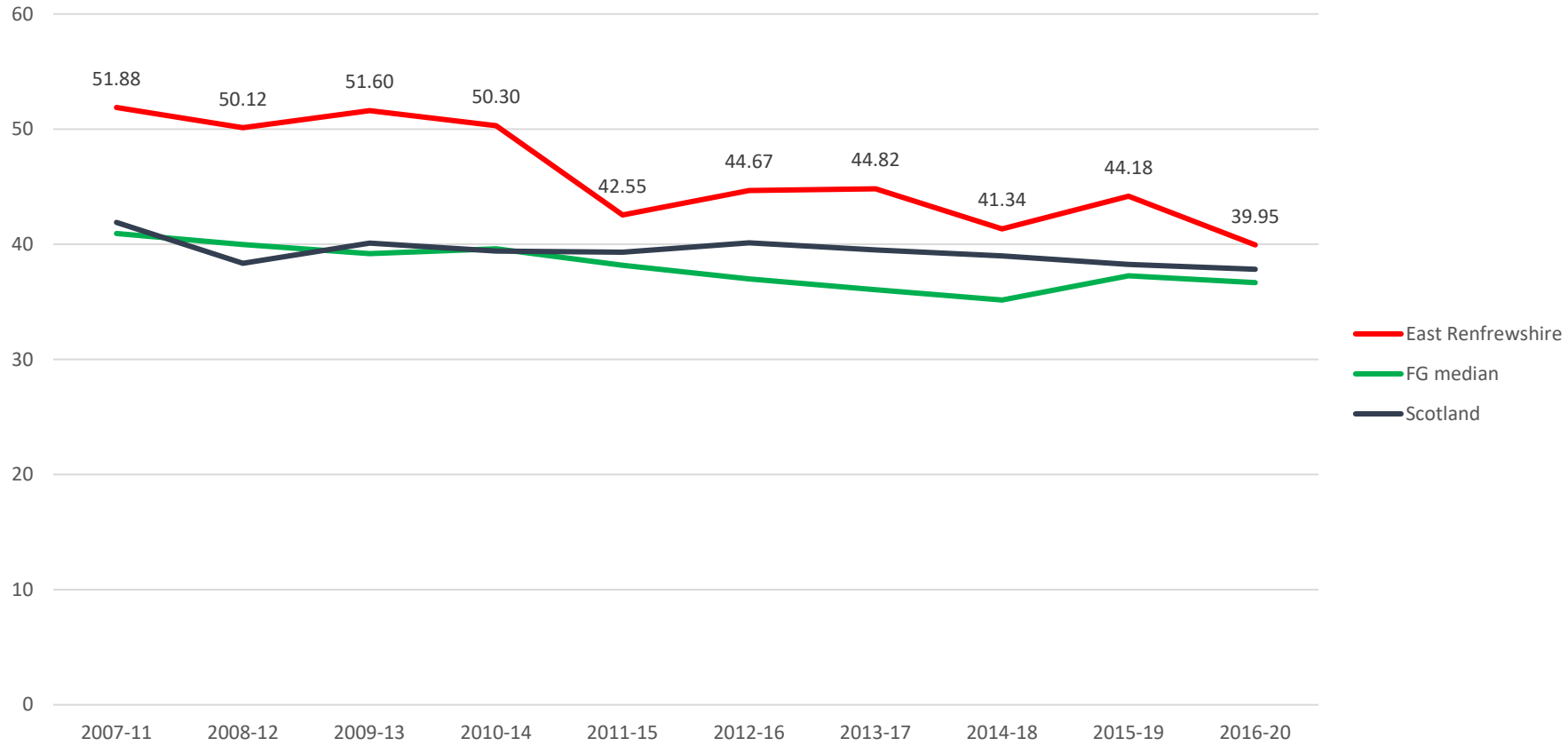
Roads Services: Information

National Overview

Since 2010/11, real spending on roads has fallen by 24.2%, including a 4.5% reduction in 2019/20. Since 2010/11, the road conditions index indicates conditions have been largely maintained across all class of roads with around 30% to 35% of roads continuing to require maintenance.

Strategic Policy Intention

Our aim is to provide a road network that is maintained in a safe and serviceable condition and to ensure that investments are targeted at the right place, using the correct type of treatment which maintains quality in our road network. When identifying treatment priorities we take into consideration the condition, level of use, ongoing maintenance costs and spread of investment across East Renfrewshire.

Council Performance

There has been a decrease in the percentage of Class A, B, C and Unclassified roads that should be considered for maintenance treatment in 2019/20.Additional capital funding has resulted in improvement in the unclassified roads and the overall condition of our road network has improved from 39.1% to 35.5% considered for maintenance treatment.

What the Council is doing to improve services

The Roads and Transportation Service strategic review is underway and will be completed in 2020/21. The review is to ensure that processes and procedures are as efficient as possible with the support of new digital technologies. The assessment of roads and footways resurfacing requests is an integral part of prioritising our maintenance programme and our Capital Improvement Programme continues with the additional investment of £3m per year from 2019/20-2023/24 in our road network. We have and will continue to improve our active travel and public transport infrastructure within the area through a programme of prioritised improvements. We will continue our programme of replacing our street lighting lanterns with LEDs in order to help reduce our energy consumption.

Waste, Cleanliness & Recycling Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Delivery Outcome	% of total household waste that is recycled	67.2%	66.2%	67.8%	44.9%	54.7%	1	1	1
	Street cleanliness score - % areas assessed as acceptable	94.4%	94.9%	92.6%	92.3%	93.6%	11	8	16
Efficiency Outcome	Net cost per waste collection per premise	£71.77	£69.81	£77.25	£68.82	£72.44	22	23	26
	Net cost per waste disposal per premise	£85.29	£84.04	£87.02	£98.76	£98.50	6	8	10
	Net cost of street cleaning per 1,000 population	£8,793	£9,128	£9,484	£15,230	£12,062	5	7	10
Customer Outcome	% of adults satisfied with refuse collection[16]	73.0%	75.9%	79.9%	74.3%	77.1%	27	24	14
	Citizens' Panel – Wheeled bin refuse collection % of service users rating service as very good/good	*80%*	*83%*	*86%*	*		*		
	Citizens' Panel – % of service users rating recycling services as very good/good	*91%*	*92%*	*91%*	*		*		
	% of adults satisfied with street cleaning[17]	74.7%	71.2%	67.5%	62.6%	63.3%	9	11	13
	Citizens' Panel - % rating street cleaning and litter control as good or very good	*91%*	*92%*	*91%*	*		*		

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[16] Data drawn from the Scottish Household Survey. Data represents three-year average for each period (e.g. 2019/20 = average for 2017-20).

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

[17] Data represents three year average for each period (e.g. 2018/19 value equals 2016-19)

* This is from East Renfrewshire Council's Citizens' Panel surveys 2017, 2018 and 2019 and therefore is not comparable with the LGBF. Data has been provided for additional context.

Waste, Cleansing & Recycling: Spotlights

ENV6 - The % of total household waste arising that is recycled

East Renfrewshire values: 53.11, 54.17, 56.33, 56.10, 56.42, 60.79, 67.15, 66.20, 67.79

Years: 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20

Legend:
- East Renfrewshire
- FG median
- Scotland

ENV7a - % of adults satisfied with refuse collection

East Renfrewshire values: 80.40, 76.67, 75.33, 74.33, 73.00, 75.90, 79.90

Years: 2010-14, 2012-15, 2013-16, 2014-17, 2015-18, 2016-19, 2017-20

Legend:
- East Renfrewshire
- FG median
- Scotland
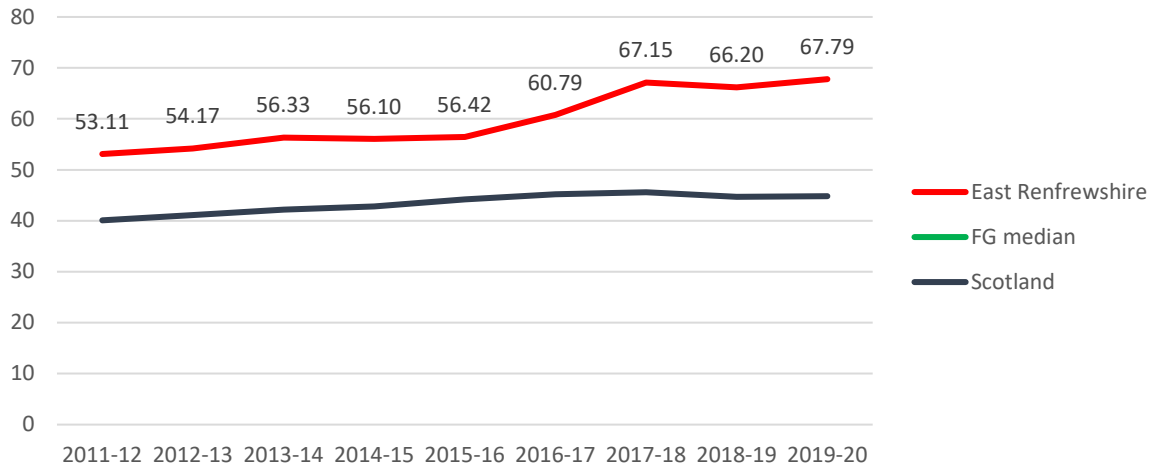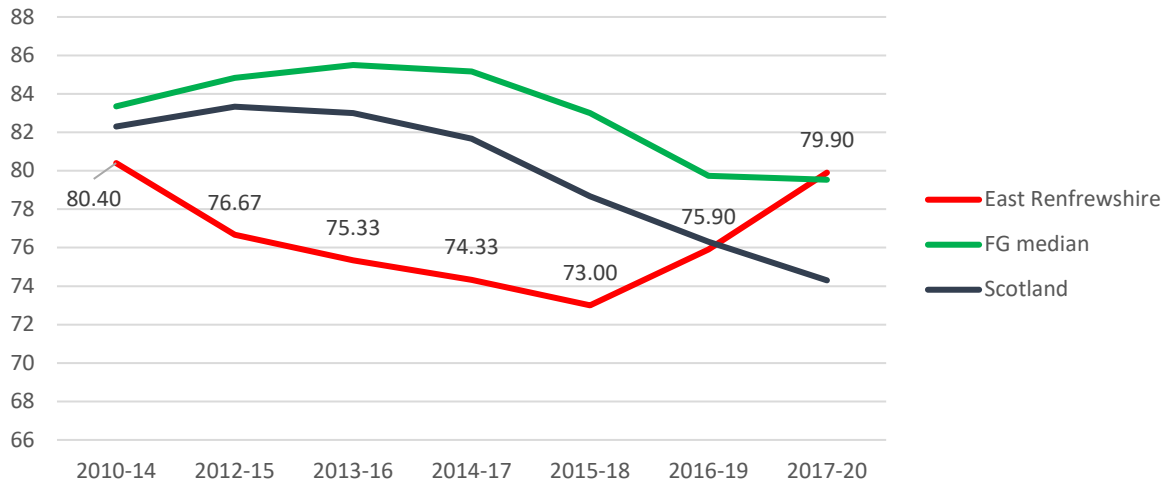
Waste, Cleansing & Recycling: Information

National Overview
The Scottish average for the cleanliness score has remained above 90% since the base year, although scores have shown a reducing trend since 2013/14. In 2019/20, 92.2% of streets were assessed as 'clean', a small decrease of 0.6 percentage points in the past 12 months.

The combined net cost of waste disposal and collection reduced by 2.8% between 2012/13 and 2019/20, from £172 to £167 per premise. After remaining constant during the first three years, the combined cost increased by 2.7% in 2015/16 before falling in 2018/19 by 3.4%. These trends largely mirror movements in waste disposal costs. The range across Scotland in 2019/20 was £105 to £241.

Strategic Policy Intention
The Neighbourhood Services team aim to maintain and improve street cleaning making East Renfrewshire an attractive place to live with a good physical environment. The service is proactive in providing education on litter issues and makes use of community engagement opportunities to discuss street cleansing and other issues with residents. The service is governed by the national code of practice (Local Environment Audit Management System - LEAMS).

Our level of recycling rates ensure that we make a significant impact to achieving the outcome of an environmentally sustainable East Renfrewshire. East Renfrewshire Council has committed to implementing the national Household Waste Recycling Charter in order to ensure we meet the national requirements set. Our strategy ensures that we maximise the opportunity for recycling and manage our waste/recycling contracts to ensure best value at all times.

Council performance
East Renfrewshire Council has now held the accolade of top recycling Council in Scotland for the last four years. In 2019, East Renfrewshire increased total percentage of household waste recycled to 67.8% which comfortably sits above the Scottish Average of 44.9%. As predicted there have been challenges and cost implications in the costs of collection and disposal highlighted in previous years reports. In 2019/20 there were increases in the costs of residual waste resulting in an increase in both people resource and transportation. The increase in disposal costs were attributed to the increase in tonnage, payroll and transportation costs. In addition to the aforementioned, the commencement of the Clyde Valley contract in January 2020 saw increased spend associated with the transition due to a structural failure identified within the Greenhags site.

We continued to allocate resources and target our well-known litter hot spots following investment in new fleet during 2019/20 and our street cleanliness score remains above the national average although there was a slight decrease in 2019/20, this decline is reflective of the trend nationally. Cost of street cleaning per 1,000 population: the national average in 2019/20 is £15,440 which is significantly higher than East Renfrewshire's cost of £9,484. The costs of disposal have risen which has resulted in the increase in costs from 2018/19.

What the Council is doing to improve services
We have now commenced the contract with our Clyde Valley partners and Viridor for residual waste. This was delivered in more than ample time to satisfy the requirements of the Landfill Ban in 2025. The resulting Energy from Waste Facility created from this work, supports ERC in supporting the Circular Economy.

Instead of residual waste being landfilled it is now sorted and any material which cannot be recycled is now used to create low carbon energy for homes across Scotland. We will continue to work to enhance our recycling levels and to work with partners over the proposed changes to the Household Recycling Charter and new recycling targets.

We consistently review how we operate and manage our street cleaning services to improve the public's perception of our Council areas. Deployment of digital technology and closer analysis of complaints data will assist the service in targeting street cleaning work. Working more closely with community groups within particular areas of the Council area will also assist in bringing forward improvements in future years. Due to the Covid-19 pandemic some of the pro-active work activity and educational awareness work planned for 2020/21 has not been possible. This improvement work will be picked up for the year ahead 2021/22. In addition the transition to the Code of Practice on Litter and Refuse (CoPLAR Regulations) will be introduced going forward along with its intention of delivering a new way of monitoring and recording litter. CoPLAR will replace LEAMS in due course.

Trading Standards, Money Advice & Environmental Health Services

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Efficiency Outcome	**Cost of trading standards and environmental health per 1,000 population**	£15,706	£17,912	£15,974	£19,938	£15,582	4	11	10
	Cost of environmental health per 1,000 population	£7,178	£7,858	£7,191	£13,771	£9,168	1	2	2
	Cost of trading standards, money advice and citizen advice combined per 1,000 population	£8,527	£10,054	£8,783	£6,162	£4,927	23	26	25
	Cost of <u>trading standards only</u> per 1,000 population[18]	-	-	*£2,500 (approx.)*	-		-		

[18] This is not included in the LGBF therefore there is no Scotland or Family Group comparison. Data has been provided for additional context.

Trading Standards, Money Advice & Environmental Health: Spotlight

ENV5 - Cost of trading standards and environmental health per 1,000 population (this includes Money Advice and payments to Citizens' Advice Bureau)
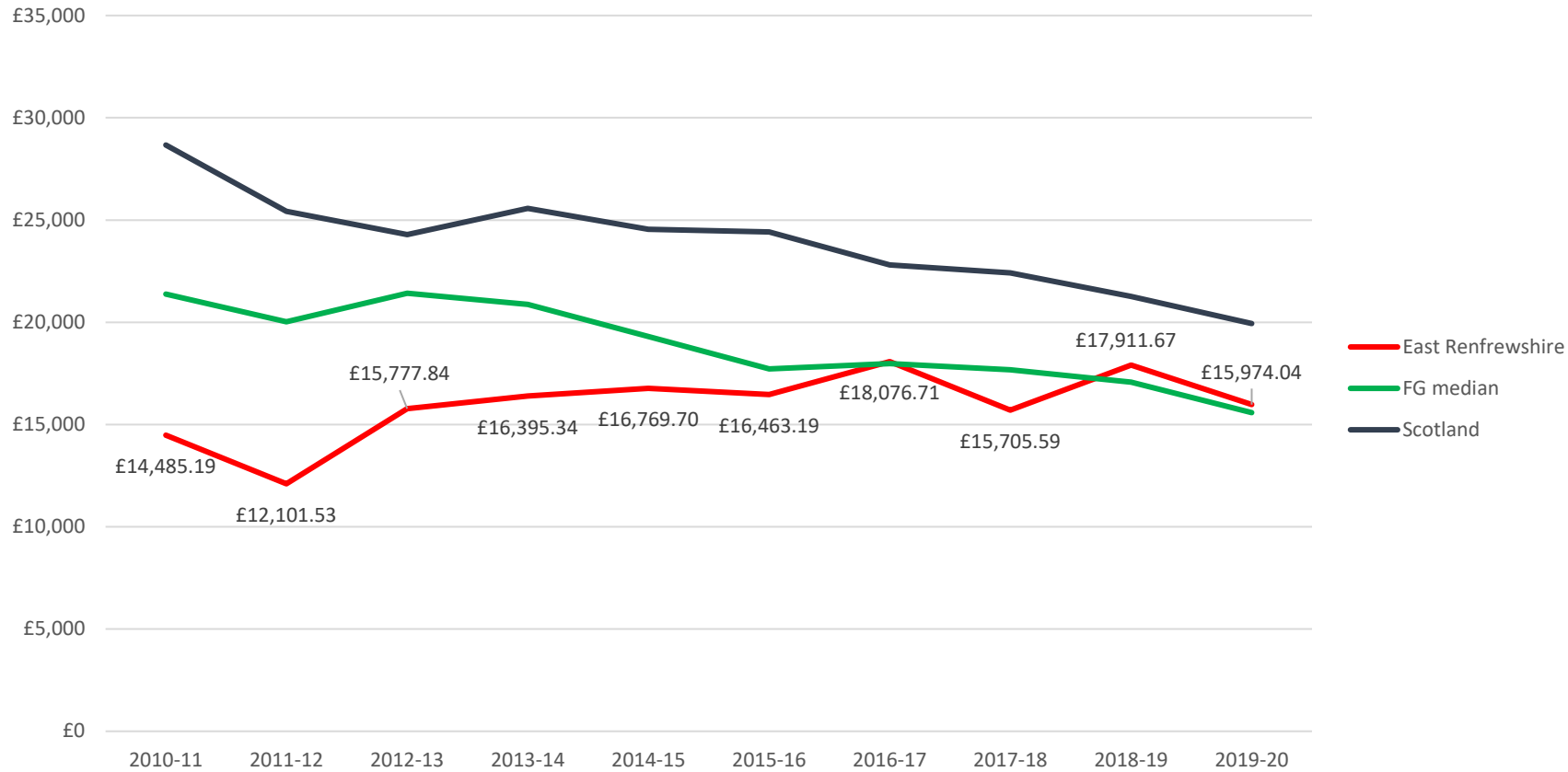
Trading Standards, Money Advice & Environmental Health: Information

National Overview

Since 2010/11, the aggregated environmental health, trading standards, money advice and Citizens' Advice grant costs have reduced by 31.2% from £28,668 to £19,723. At the same time, demand for these services is increasing in terms of reactive complaints and proactive business support and interventions. There have been considerable demands on environment health to prepare for the impact of EU Exit, and in particular export health certification.

Strategic Policy Intention

Trading Standards has evolved to prioritise Prevention of Financial and Personal Harm with an intelligence led enforcement strategy. Citizens Advice Bureau (CAB) also receives funding from the Council to provide a money advice service. Partnership working across the Council and other organisations ensures a smooth process for East Renfrewshire residents who may require access to benefit, budgeting and debt advice services.

Environmental health has been working with a number of stakeholders including the Food Crime Unit of Food Standards Scotland to improve the Service. The updated Food Law Code of Practice for Interventions is being implemented.

Council performance

The LGBF indicator: *Cost of trading standards, money advice and citizen advice* reduced in 2019/20, note that this cost is significantly higher than trading standards alone due to historic combining of the service with money advice and payments to Citizens' Advice Bureau. During 2019/20, the Trading Standards Service's comprehensive Financial Harm Prevention packages and new Financial Harm Prevention Toolkit protected our most vulnerable residents with 850 active scam prevention packages in place with a total of 750,000 nuisance/scam calls blocked. Environmental Health costs reduced slightly in 2019/20 to £7,192 remaining ranked 2nd and well below the Scottish average cost of £13,771.

What the Council is doing to improve services

The Trading Standards Service is increasing its ability to empower residents and business to access valuable advice via clear digital content. Environmental Health have secured funding from Food Standards Scotland of approximately £30,000 for the EU Exit preparations to enable the Management Information System - IDOX Uniform to be upgraded to enable a more efficient operation of the service.

Delivery Outcome
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives

Adult Social Care Services

		East Renfrewshire values					East Renfrewshire ranks		
Alignment	**Indicator**	**2017/18**	**2018/19**	**2019/20**	**2019/20 Scotland**	**2019/20 Family Group**	**2017/18**	**2018/19**	**2019/20**
Delivery Outcome	**% of people 65 and over with long-term care needs receiving personal care at home**	59.2%	57.4%	57.6%	61.7%	57.2%	27	23	24
	Self-Directed Support (SDS) spend on adults 18+ as a % of total social work spend on adults 18+	7.5%	8.2%	8.4%	7.8%	5.8%	5	4	7
	Rate of readmission to hospital within 28 days per 1,000 discharges	79.3	78.8	76.2	104.7	85.7	3	4	4
	Number of days people spend in hospital when they are ready to be discharged per 1,000 population (75+)	117.4	170.5	155.8	773.8	500.7	1	3	1
	% of care services graded 'good' (4) or better in Care Inspectorate reports	86.4%	75.0%	75.0%	81.8%	85.0%	14	28	26
		2015/16	**2017/18**	**2019/20**	**2018/19 Scotland**	**2018/19 Family Group**	**2015/16**	**2017/18**	**2019/20**
	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life[19]	81.7%	76.5%	77.8%	80.0%	84.0%	24	26	25

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[19] The data for this indicator comes from the bi-annual Health and Care Experience Survey. The data periods reported cover 2015/16, 2017/18 and 2019/20.

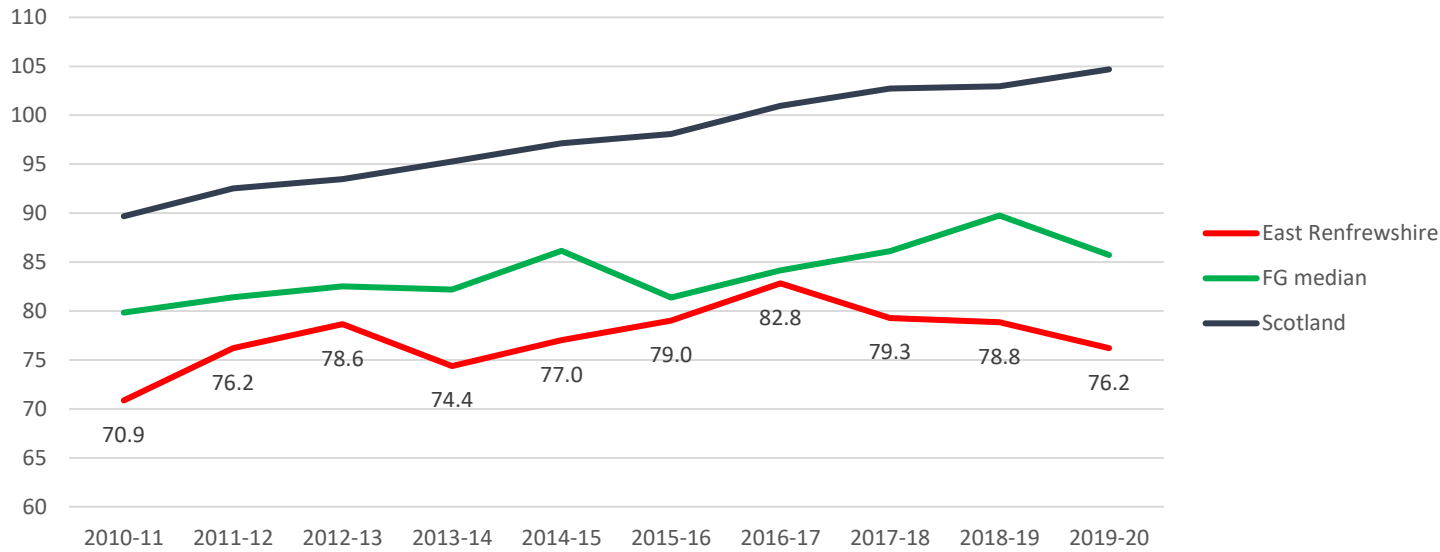|		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group		2017/18	2018/19	2019/20
	% of adults supported at home who agree that they are supported to live as independently as possible[20]	79.9%%	73.9%	78.3%	80.8%	82.1%		26	31	26
	% of carers who feel supported to continue in their carer role[21]	45.1%	37.5%	35.3%	34.3%	36.7%		6	18	14
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group		2017/18	2018/19	2019/20
Efficiency Outcome	**Home care costs per hour for people aged 65 or over**	£22.69	£24.77	£25.28	£25.99	£24.60		13	18	17
	Residential costs per week per resident for people aged 65 or over.	£172	£164	£170	£401	£331.70		1	1	2
Customer Outcome	*Citizens' Panel Health and social care for adults % of service users rating service as very good/good**	*76%*	*81%*	*75%*	*			*		

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[20] The data periods reported cover 2015/16, 2017/18 and 2019/20.

[21] As above

Adult Social Care: Spotlights

SW6 - Rate of readmission to hospital within 28 days per 1,000 discharges

Legend: East Renfrewshire, FG median, Scotland

Data labels (East Renfrewshire): 70.9, 76.2, 78.6, 74.4, 77.0, 79.0, 82.8, 79.3, 78.8, 76.2

X-axis: 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20

SW8 - Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

Legend: East Renfrewshire, FG median, Scotland

Data labels (East Renfrewshire): 344.1, 371.8, 209.0, 227.9, 117.4, 170.5, 155.8

X-axis: 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20
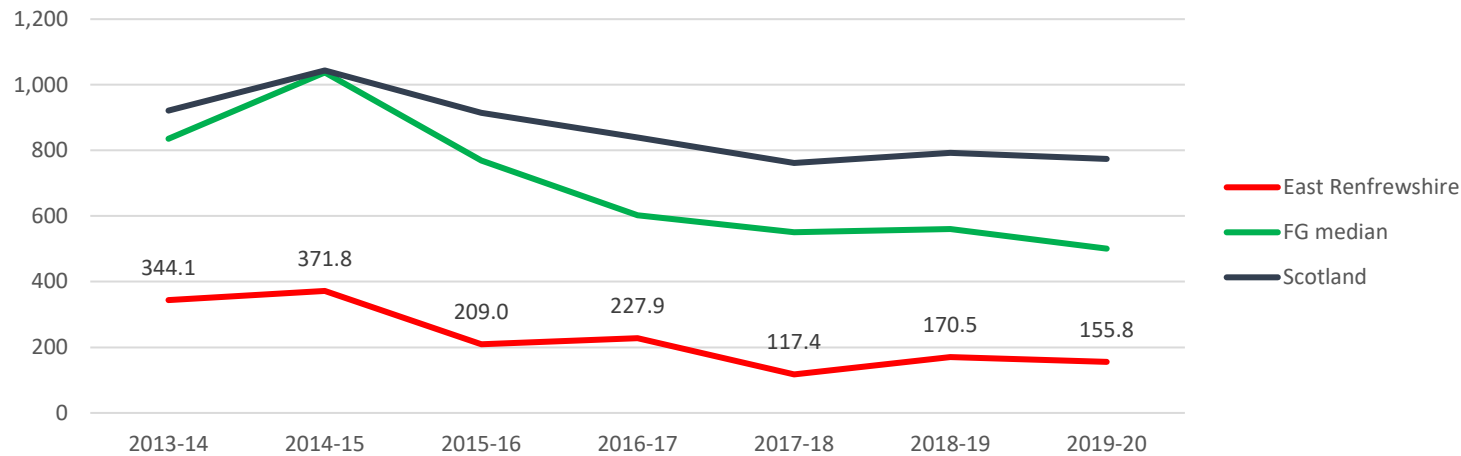
Adult Social Care: Information

National Overview
Councils' social care spending on adults has grown by 14.8% since 2010/11, and by 1.5% in 2019/20. Spending on home care and residential care for older people remains the most significant element of social care spend accounting for around 60% of the total. Spending on home care for older people has risen by 22.6% since 2010/11, and by 5.2% in 2019/20. Net spending on residential care has fallen since 2012/13, by 5.5%. Direct payments and personalised managed budgets have grown steadily across the period from 1.6% to 9.0% of total social work spend including a 1.8 percentage point increase in 2019/20. Progress has been made across the longer period in shifting the balance of care between acute and institutional settings to home or a homely setting. However, the growing elderly population living into older age means making further progress in this area will become increasingly challenging.

Health & Social Care Partnership's Strategic Policy Intention
Our strategic policy intention or the period 2019-20 was set out in the Health and Social Care Strategic Plan 2018-21 which is shaped by the National Health and Wellbeing Outcomes and Community Planning commitments. Through the plan we work to maximise the number of older people and people with long-term conditions that are able to live independently and well in their own home and community. We do this through appropriate provision of care at home services, expansion of choice and control through the development of self-directed support, and delivery of community-led supports. We work in partnership with primary and acute health care colleagues to minimise unplanned hospital care. Through development of rehabilitation services and targeted action by our Hospital to Home team, we intend to continue reducing delayed discharges and readmissions to hospital. In close partnership with local voluntary sector stakeholders we aim to ensure that all carers can access the supports they need. We have recently produced a one-year update to our strategic plan for 2021-22 to support our recovery from the Covid pandemic. Many of our strategic priorities remain in place but with delivery reflecting the changing context resulting from the pandemic. We also have a renewed focus on support mental health and wellbeing across our communities and supporting the wellbeing and resilience of our health and care workforce.

Health & Social Care Partnership's Performance
We are committed to shifting provision away from institutional care and the acute sector and continue to see very good performance in relation to minimising delayed discharges and hospital readmissions. We were the best performing HSCP in Scotland for hospital bed days lost to delayed discharge and are ranked 4th for the rate of readmissions to hospital within 28 days. We continued to work closely with GP practices and at cluster level and focus on local data (e.g. frequent attenders) to determine what further action would provide better support to patients and avoid unnecessary presentations at hospital. During 2019/20 we continued our collaborative work with local care homes, working to minimise emergency attendances and admissions and continued to develop our model for supporting safe and early discharge from hospital. Our performance on readmissions is a positive reflection on the homecare and reablement services that are supporting local people following a stay in hospital.

We continue to support the expansion of choice and control by encouraging the uptake of self-directed support (SDS) options. The LGBF measure shows continued growth in the proportion of spend through SDS Options 1 and 2. In 2019-20, our 'individual budget' calculator made the process for SDS simpler and more transparent, encouraging greater uptake. The provision of quality care at home to support people to live independently and well in their own homes remains a key priority for the partnership. In 2019/20 we maintained performance (with a slight improvement) in the % of people aged 65 and over with long-term care needs receiving personal care at home. We have been delivering our improvement plan for care at home and are seeing positive outcomes for residents. We

continued to expand our Telecare provision and our Home and Mobile Health Monitoring (HMHM) service is now active across GP practices. The LGBF data shows an improvement in the proportion of adults supported at home who agree that they are supported to live as independently as possible, and that support has impacted positively on their quality of life. LGBF also shows a large improvement in the proportion of people saying they had a say in how their help, care or support was provided reflecting our commitment to person-centred planning.

What the HSCP is doing to improve services

The HSCP has been at the forefront of local efforts to support our most vulnerable residents through the pandemic. As we recover from Covid we will ensure our services address the challenges and wider impacts resulting from the pandemic in terms of direct impacts on the health and wellbeing our residents and changes in the way we deliver support. We will make best use of technology and health monitoring systems to support independence and self-management. With our partners we will support digital inclusion and the roll out of the Ask SARA web based assessment and advice on equipment and solutions to support daily activities. In line with the NHSGGC Remobilisation 3 Plan we will support the increased use of digital technology, telephone and Near Me technology to support remote consultations and enable services to continue seeing patients in new ways. We will continue to review and embed our outcome-focused assessment tool and our new individual budget calculator and ensure that people who require support have as much choice and control as they wish in relation to their supports.

We remained focused on ensuring people are supported in their community and avoid unnecessary use of hospital services. To support this we are working to complete the implementation of our Primary Care Improvement Plan and working to improve our approaches to Anticipatory Care Planning, local out of hours response arrangements, and our 'discharge to assess' protocol. We continue to develop our support to local care homes and other supported living providers through safety and professional assurance arrangements. And we will develop and test enhanced community support and intermediate care models in partnership with HSCPs across Glasgow.

We continue to support the expansion of choice and control by encouraging the uptake of self-directed support (SDS) options. The LGBF measure shows continued growth in the proportion of spend through SDS Options 1 and 2. In 2019-20, our 'individual budget' calculator made the process for SDS simpler and more transparent, encouraging greater uptake. The provision of quality care at home to support people to live independently and well in their own homes remains a key priority for the partnership. In 2019/20 we maintained performance (with a slight improvement) in the % of people aged 65 and over with long-term care needs receiving personal care at home. We have been delivering our improvement plan for care at home and are seeing positive outcomes for residents. We continued to expand our Telecare provision and our Home and Mobile Health Monitoring (HMHM) service is now active across GP practices. The LGBF data shows an improvement in the proportion of adults supported at home who agree that they are supported to live as independently as possible, and that support has impacted positively on their quality of life. LGBF also shows a large improvement in the proportion of people saying they had a say in how their help, care or support was provided reflecting our commitment to person-centred planning.

Organisational Outcomes

Customer: Satisfied customers access services that meet their needs

Efficiency: Our physical, information and financial assets are efficiently managed

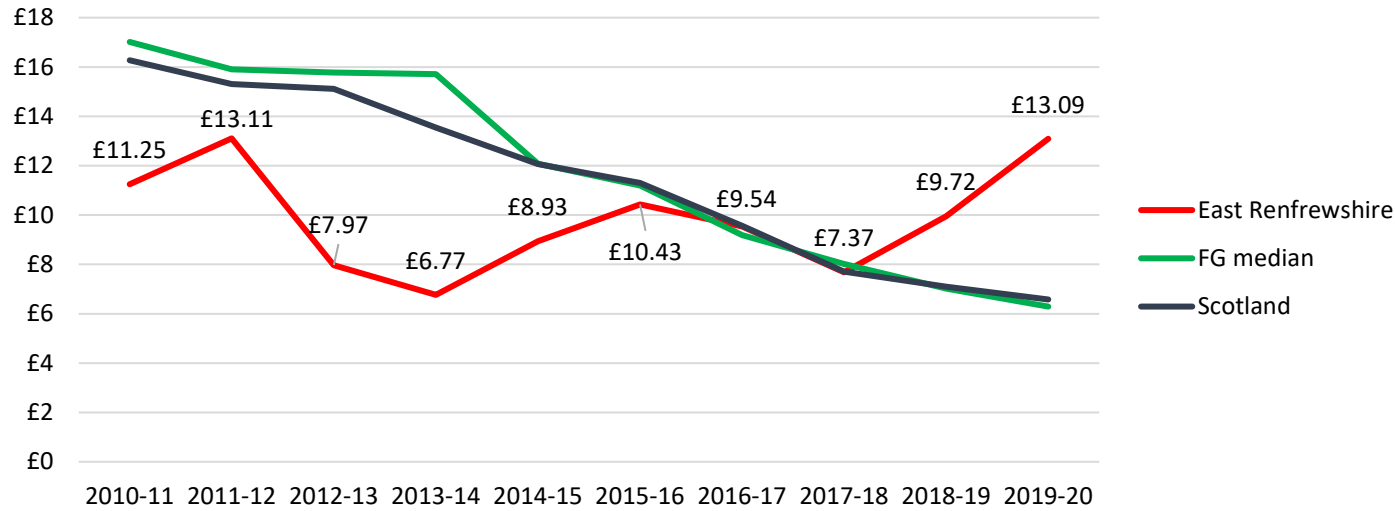People: We have engaged employees who are motivated to deliver our outcomes

Corporate Costs & Processes

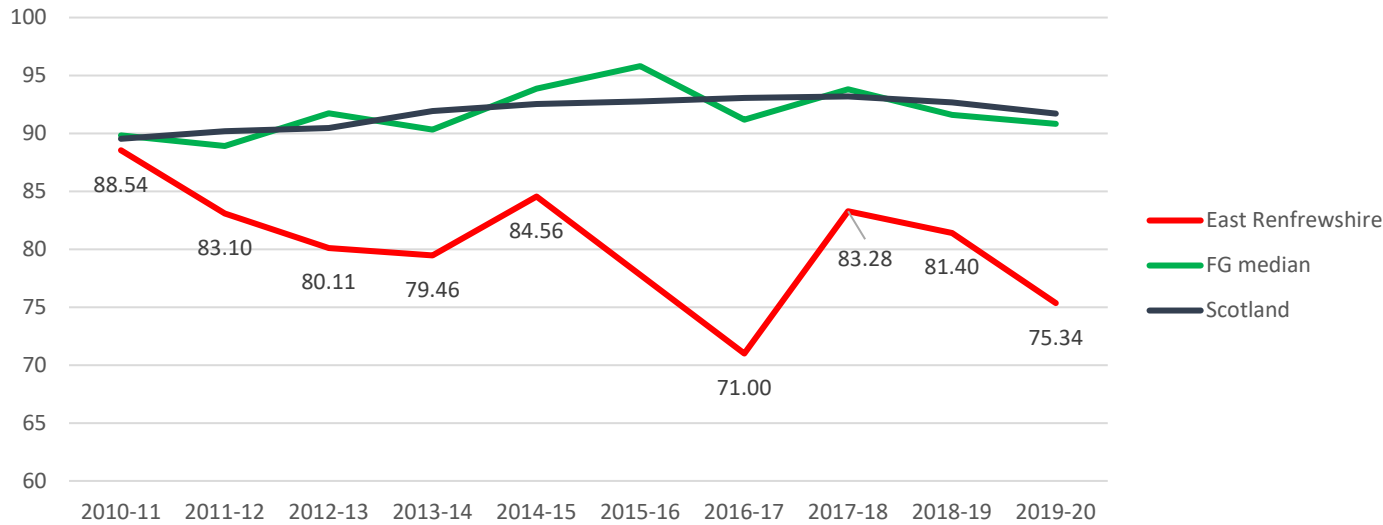|		East Renfrewshire values					East Renfrewshire ranks		
Alignment	**Indicator**	**2017/18**	**2018/19**	**2019/20**	**2019/20 Scotland**	**2019/20 Family Group**	**2017/18**	**2018/19**	**2019/20**
Efficiency Outcome	**Support services as a % of total gross expenditure**	5.3%	4.8%	5.0%	4.1%	4.1%	27	26	25
	Cost per dwelling of collecting Council Tax[22]	£7.37	£9.72	£13.09	£6.58	£6.29	13	26	30
	% of income due from Council Tax received by the end of the year	97.8%	97.6%	97.5%	95.8%	95.9%	5	4	3
	% of invoices sampled that were paid within 30 days	83.3%	81.4%	75.3%	91.7%	90.8%	29	30	32

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[22] These figures represent cash values which have not been adjusted for the effects of inflation.

Corporate Costs & Processes: Spotlights

CORP 4 - The cost per dwelling of collecting Council Tax

£11.25 £13.11 £7.97 £6.77 £8.93 £10.43 £9.54 £7.37 £9.72 £13.09

- East Renfrewshire
- FG median
- Scotland

2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20

CORP 8 - Percentage of invoices sampled that were paid within 30 days

88.54 83.10 80.11 79.46 84.56 71.00 83.28 81.40 75.34

- East Renfrewshire
- FG median
- Scotland

2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20

Corporate Costs & Processes: Information

National Overview

Corporate services spend has fallen by 26% in real terms since 2010/11, and now accounts for only 4.1% of total spending. This is the lowest corporate overhead ratio yet recorded and reflects councils' commitment to protect frontline services over 'back office' functions. It also reflects the maturation of councils' digital strategies. Council tax collection within year remains above 95% and the cost of collection has reduced by 59% in real terms since 2010/11. The percentage of all invoices paid within 30 days remains above 90%.

Strategic Policy Intention

To provide efficient and effective support services, to properly and adequately resource the democratic governance of the Council and the area.

Council Performance

Council Tax collection rate continues to be ranked high (3rd) and significantly above the Scottish average. Despite the marginal reduction of 0.17% in cash collected, the net billed figure increased to £53.4m (prior year £51.3m) with an additional £1.7m of cash collected. The cost of Council Tax collection has been adversely impacted by project costs recharged for implementing the new Council Tax and Benefits ICT system. This indicator is above the Scottish average in and ranked 30th in 19/20. It is anticipated that these costs will continue to be elevated over the next year as the project continues and we seek to modernise and improve Council Tax and Benefits processes. Invoice payments performance has decreased by 5.66% from 2018/19 with 75.34% of invoices paid within 30 days in 2018/19 (it is worth noting that 52% of invoices are paid within 10 day targets to local suppliers and this is 12th in Scotland). The performance on the 30 day target reflects the impact of the change to a new finance/procurement system in September 2019 and the focus on transition and 'bedding in' that system. Our comparative ranking position is not reflective of the performance improvements in accuracy and error rates, avoiding duplicate payments and mitigating against potential financial risk. A rigorous compliance regime is firmly embedded and auditors continue to recognise the very significant performance improvements in this area. Given the ongoing changes, it is unlikely that our comparative PI performance will improve significantly in 2020/21 although early indications are that the performance has improved slightly.

What the Council is doing to improve services

We are keen to improve customer journeys, processing times and the digitisation of our end to end processes. The implementation of the new finance/procurement system in September 2019 and the subsequent merging of the Creditors and Debtors teams into the new Accounts Payable/Receivable team in October 2020, will modernise and streamline both our invoice payments and sundry debt processes, but it will take time for these benefits to come through. The replacement of the Council Tax and Benefits ICT system in December 2020 provides a platform to allow fundamental process change and improvement, and the implementation of the Citizen Access front end portal in 2021/22 will improve customer experience.
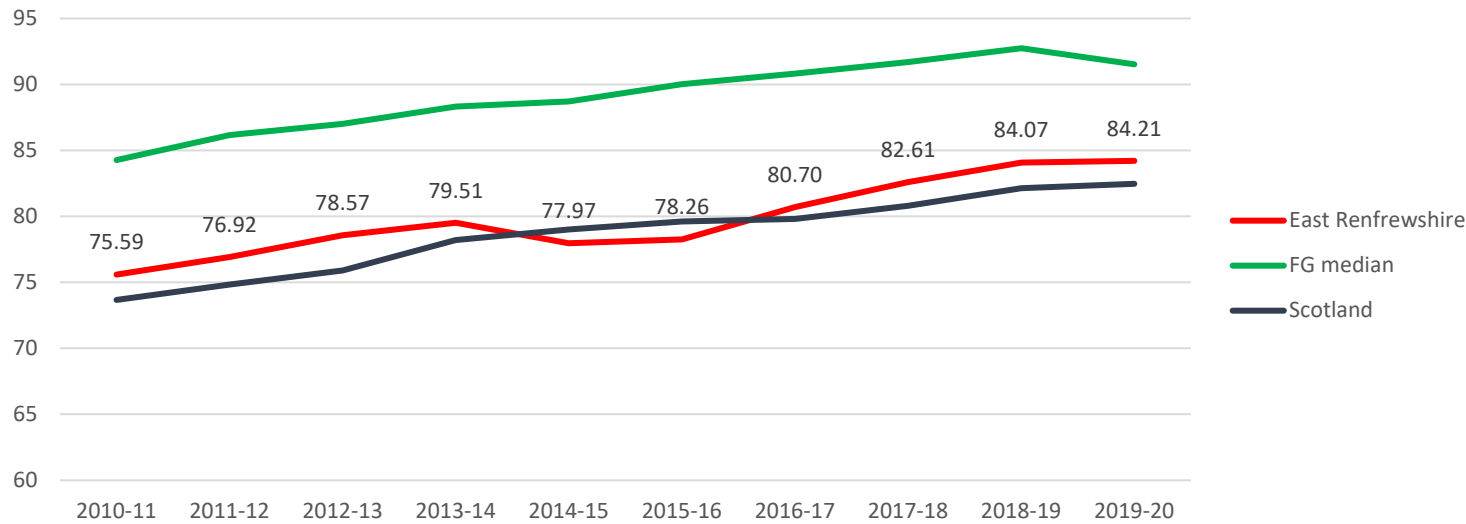
Corporate Assets

		East Renfrewshire values					East Renfrewshire ranks		
Alignment	Indicator	2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Efficiency Outcome	% of operational buildings that are suitable for their current use	82.6%	84.1%	84.2%	82.5%	91.5%	20	17	18
	% of internal floor area of operational buildings in satisfactory condition	83.6%	83.6%	83.9%	88.6%	91.0%	23	22	25

Corporate Assets: Spotlight

CORP-ASSET1 - % of operational buildings that are suitable for their current use

Corporate Assets: Information

National Overview
There has been continued annual improvement in the condition of councils' corporate assets over the period, with 82.5% of operational buildings suitable for their current use and 88.6% in satisfactory condition, the highest rates recorded since the benchmarking framework was launched.

Strategic Policy Intention
To deliver high quality, efficient and effective asset management and property maintenance to support a thriving, attractive and sustainable place for residents and businesses to grow. Providing efficient buildings that are cost effective, user friendly and support new ways of working are also key to contributing to the Council's overall efficiency.

Council Performance
Overall, property performance continued to improve in 2019/20. 114 operational properties consist of a total of 245,845 square metres (gross internal area) with 206,349 square metres of that recorded in good or satisfactory condition. This slight increase 83.6% to 83.9% reflects both improvements in property condition and consideration of detrimental changes with defects recorded against properties. This shows continued effective allocation of resources to keep properties open and supporting service delivery.

What the Council is doing to improve services
The Council continues to explore opportunities for property colocation with community partners. This could potentially reduce running costs whilst allowing community access to services at one location. Liaison with community groups is enabling vacant properties to be brought into use again providing space for community activity and relieving the Council of revenue costs and maintenance liability.
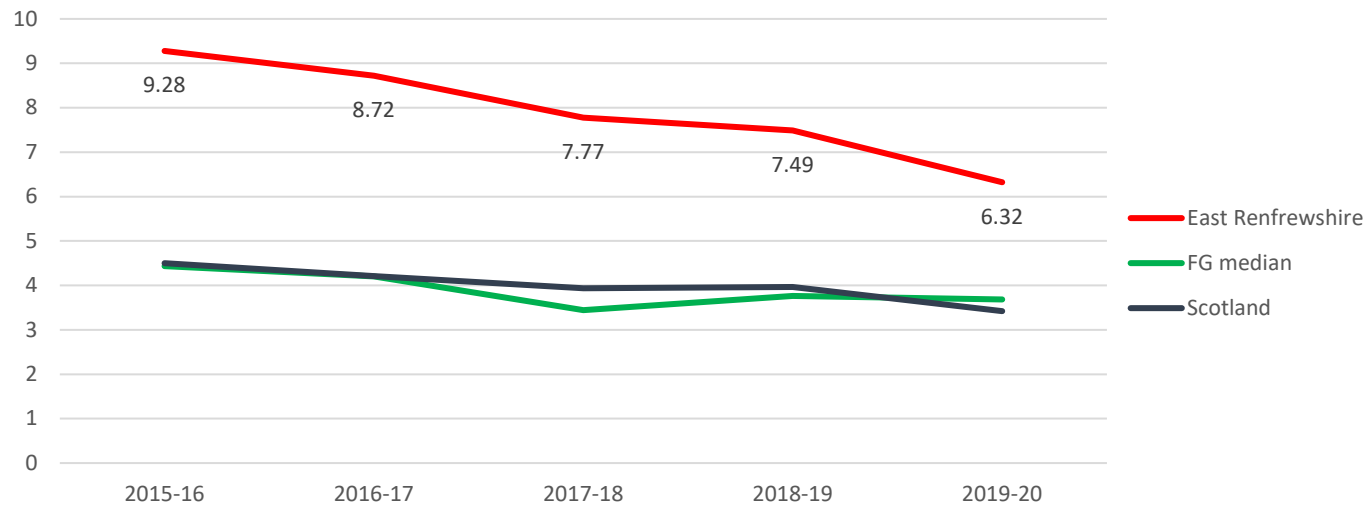
Employees

		East Renfrewshire values					East Renfrewshire ranks		
Alignment	Indicator	2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
People Outcome	% of the highest paid 5% employees who are women	55.9%	59.9%	59.3%	56.7%	56.7%	9	4	11
	The gender pay gap (%)	7.8%	7.5%	6.3%	3.4%	3.7%	28	27	27
	Sickness absence days per teacher	4.6	5.7	5.2	6.3	6.5	3	11	6
	Sickness absence days per employee (local government employees)	10.5	12.4	13	11.9	12.9	9	21	26

Employees: Spotlight

CORP 3c - The gender pay gap (%)

East Renfrewshire: 9.28, 8.72, 7.77, 7.49, 6.32

Legend:
- East Renfrewshire (red)
- FG median (green)
- Scotland (dark grey)

Employees: Information

National Overview

Local Government absence levels are at their highest since 2010/11, revealing a 7% increase across the period. This reflects a 10% increase for non-teaching staff, and a 3% reduction for teaching staff. This is alongside a 4.3% reduction in FTEs for Local Government non-teaching staff and a 3% increase for teaching staff since 2010/11. Absence levels for both teaching and non-teaching staff have increased in 2019/20, by 3.1% and 3.8% respectively. For both groups, while the number of FTE's grew in 2019/20, the number of days lost increased at a faster rate.

Strategic Policy Intention

To reduce the number of sickness absence days within the Council and ensure that ERC continues to be a fair and equal employer.

Council Performance

The council continues to demonstrate commitment to equalities as demonstrated by the reduction in the gender pay gap from 7.5% to 6.3% in 19/20. We have a clear actionable sets of equality outcomes related to employment to work through over the next few years which should result in positive impacts on diversity and inclusion, including the gender pay gap.

What the Council is doing to improve services

The council gained Living Wage accreditation in November 2020 this means that we have committed to ensure we have fair work policies in place for our staff, and we promote the living wage beyond the Council to our local partners, employers and through our supply chain. Currently the council pays the Scottish Local Government Living Wage as a non-consolidated supplement, and in line with the last local government pay deal it was agreed all councils would consolidate the SLGLW into pay by March 2021. Following consultation with our Trade Unions we have met the agreed timescales, and we have implemented a new pay and grading model which consolidates the SLGLW and sees the majority of our lowest paid workers receive an increase in their hourly rate. The consolidation will result in a positive impact on the gender pay gap in 2021/2022.
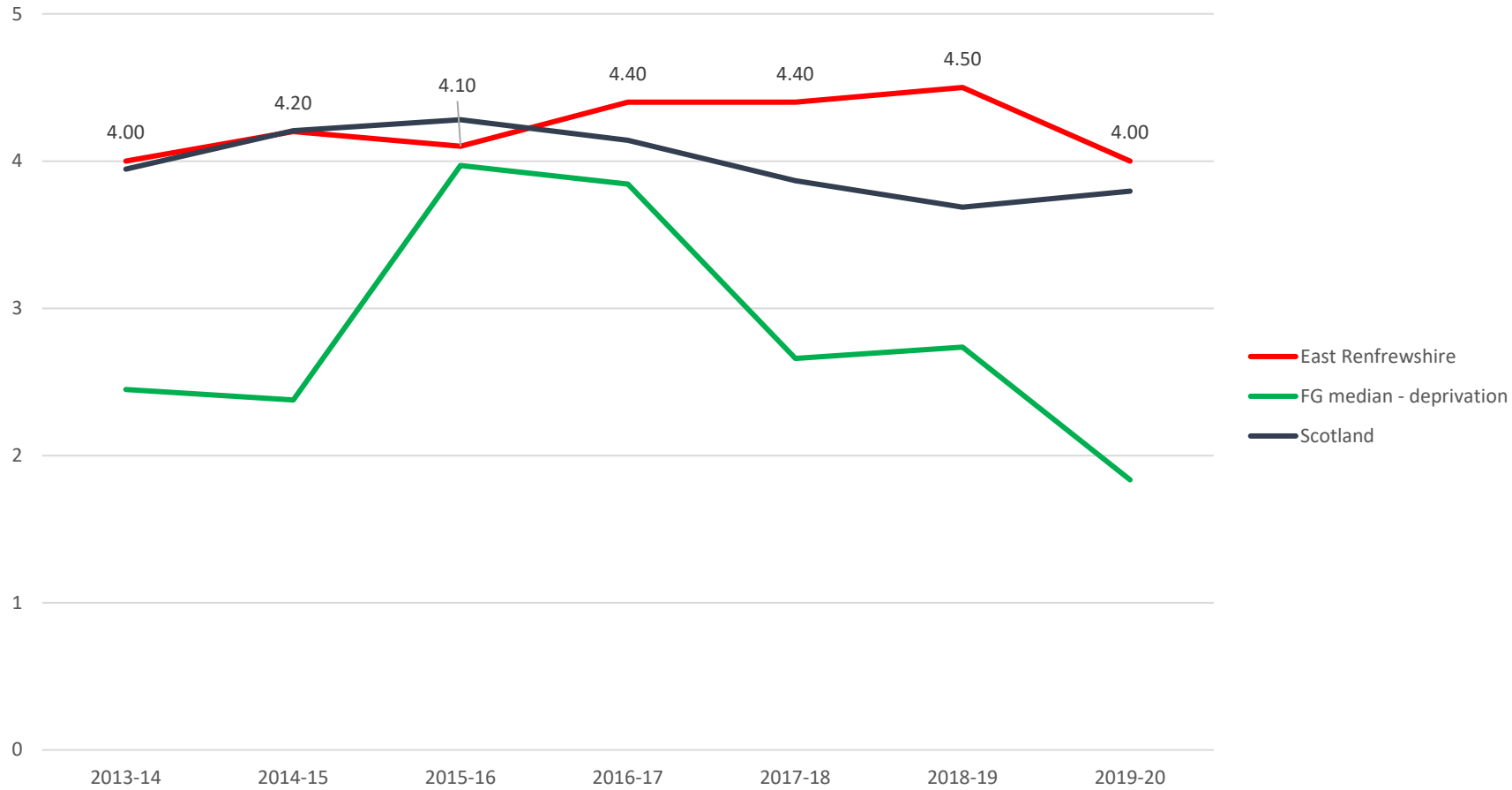
Financial Sustainability

Alignment	Indicator	East Renfrewshire values					East Renfrewshire ranks		
		2017/18	2018/19	2019/20	2019/20 Scotland	2019/20 Family Group	2017/18	2018/19	2019/20
Efficiency Outcome	**Total useable reserves as a % of council annual budgeted revenue** *(% of income held in reserves)*	21.6%	18.6%	18.3%	16.9%	19.5%	11	12	12
	Uncommitted General Fund Balance as a % of council annual budgeted net revenue *(% of revenue that is not committed to a specific theme/project)*	4.4%	4.5%	4.0%	3.8%	1.8%	8	6	7
	Ratio of Financing Costs to Net Revenue Stream - General Fund	8.7	9.0	9.0	7.2	7.1	19	22	25
	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account	35.5	34.6	29.7	22.6	27.0	23	22	20
	Actual outturn as a % of budgeted expenditure *(% of budgeted spend that is spent in practice)*	96.3%	98.2%	99.2%	99.4%	99.3%	30	23	19

Financial Sustainability: Spotlight

FINSUS2 - Uncommitted General Fund Balance as a % of council annual budgeted net revenue

Financial Sustainability: Information

National overview

In 2019/20, the framework introduced new measures to reflect the focus on Financial Sustainability. From 2013/14, the proportion of income councils held in reserves has increased from 15.8% to 16.9%, showing that councils have added to their usable reserves across the period. Uncommitted General Fund Balance as a % of council annual budgeted net revenue has remained stable at around 4%, and is currently 3.8% for 2019/20. Actual outturn as a percentage of budgeted expenditure has remained between 99% and 100% since 2013/14, showing slight but steady improvement across the period.

Strategic policy intention

East Renfrewshire's vision is to ensure a financially secure position underpinned by efficient and effective use of all financial resources.

Council performance

Overall performance remains stable compared to previous years despite an ongoing challenging financial situation.

What the Council is doing to improve services

Given the current financial climate is not anticipated to improve in the short or medium term this will present a challenge to improve performance. As the Council's Capital Programme and Housing Capital Programmes become more ambitious it is likely that, regardless of steps taken, the indicators around these areas will not improve.

Directors have been requested to avoid non-essential spending and to manage any forecast overspends during the year. This reflects a deliberate policy and will allow the Council to continue to not to have to call on the planned use of reserves and therefore allows them to be used to balance future year budgets. Again this will have an unfavourable impact on the reported indicator.

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AGENDA ITEM No. 4

EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Deputy Chief Executive

UPDATE ON MODERN, AMBITIOUS PROGRAMME (MAP) &
DIGITAL TRANSFORMATION STRATEGY

PURPOSE OF REPORT

1.   The purpose of this report is to update Cabinet on the progress of the Modern, Ambitious Programme (MAP) and to outline our new Digital Transformation Strategy for 2021-24.

RECOMMENDATIONS

2.   It is recommended that Cabinet:

a) Notes the good progress across the Modern, Ambitious Programme (MAP) including the core systems, digital and departmental programmes.

b) Commends the achievements of the Digital Strategy 2016-20 (Annex 1) and notes the impact of the pandemic in accelerating key aspects of our digital delivery to enable our services to keep operating effectively over this challenging period.

c) Agrees the 3 priority areas of the Council's digital transformation strategy for 2021-24: customer experience; business systems and processes and workforce productivity and that these will be underpinned by a more detailed roadmap for change which will be developed on completion of project prioritisation and resourcing work.

BACKGROUND

Modern, Ambitious Programme

3.   The Council's Modern, Ambitious Programme (MAP) seeks to change the way we work, with a particular focus on developing three of our capabilities: modernising, digital and data.

4.   MAP has consisted of 6 major programmes of change, each consisting of a large number of projects. There is a programme board in place for each and they are responsible for delivery at a programme level. The programmes are:

- Core Systems
- Digital & Data
- Environment change programme
- HSCP change programme
- Education change programme
- Corporate & Community Services change programme

5.   Overall governance is through the Corporate Management Team (CMT) in their role as MAP Board. They are responsible for ensuring that savings and benefits for the Council are achieved and that programme dependencies and resources are well managed. MAP meetings across 2020/21 have been less frequent than usual as a result of pandemic response, although much change-related activity has been able to continue despite the restrictions.

6.   Much of the corporate change capacity over the last 2 years has been focused towards complex replacements of some of our most fundamental ICT legacy systems that touch every employee and every household in East Renfrewshire. Cabinet considered a report in December 2020 that gave a more detailed update on the Core Systems programme and also noted the significant work to replace the legacy Council Tax and Benefits ICT system. The report also updated members on the Digital Customer Experience programme which, as a first stage on a long-term change journey, had successfully replaced the council's website in July 2020.

7.   The Council's Digital Strategy was approved by Cabinet and Council in 2018 and was due to cover the period up to 2019/20, with the end-point extended due to COVID-19 and its impact on service capacity. The Member/Officer Renewal Group considered the impact of digital on COVID-19 response and the potential for building upon this in a renewal phase at a meeting in December 2020.

8.   Work is ongoing across the Council to review projects and capacity and reprioritise in the light of COVID-19 and the pressures on budgets.

PROGRESS UPDATE – MODERN, AMBITIOUS PROGRAMME (MAP)

Digital – Pandemic Response

9.   The Council's Digital Strategy was considered by both Cabinet and Council in June 2018. The overall objectives were around improving digitisation of priority processes and transactions (both internal and external) based on user design; to enhance 'channel shift' where the customer chooses to engage with us in different (and often cheaper) ways such as online; to extend our ability to offer services to the public on a 24/7 basis and to enable the delivery of efficiencies. The strategy has delivered significant progress with digital being an integral part of our operations, a key enabler across the Council and a future source of transformation and ambition.

10.   A Digital Board has been meeting since October 2018 to oversee this work, although ownership of individual projects and processes sits with departments themselves. The scope of the Digital Board was widened in 2020 to include the Council's emergent data programme.

11.   Annex 1 contains a summary of the wider-ranging projects undertaken as part of the Council's Digital Strategy. The 2020 pandemic acted as a catalyst for advancing our digital progress and enabled us to accelerate many projects so that we could continue to deliver services. Key COVID-19 digital impacts included:

- Reconfiguration of a number of services to a digital first or digital only approach, including digital learning for school pupils
- Increased demand for online services
- Significant increase in employees working from home, utilising technology to do so
- Increased demand for online collaboration tools, not just for cross-sector working, but also to engage with citizens
- Exacerbation of social and digital exclusion
- Need for new solutions to respond to the emergency (e.g. shielding; volunteering; isolation & support apps)

- Increased collaboration, data-sharing and analysis between partners.

12. Compared to the previous year, COVID resulted in huge increases in social media usage (127% increase in Twitter and 183% increase in Facebook reach); an 80% decrease in face to face visits to council offices, coupled with 164% increase in use of the web chat service and a 70% increase in automated telephone payments.

13. Many application processes also moved online including 99% of building warrants received online (78% in previous year); 92% of planning applications (81% previous year) and 90% of new COVID business grant applications. Online booking systems were also developed to allow the public access to much-in-demand civic amenity site slots and e-forms and dashboards were used to track progress on support for shielded residents and those asked to isolate under Test & Protect.

14. Face to face transactions also moved online, with remote death registrations introduced in March 2020 and documents able to be submitted online for the first time. In addition, Council meetings and the Education Appeals process were held online via Teams.

15. In an unprecedented shift, our Education service moved online with teachers and support staff supporting young people to participate in digital and remote learning during periods of lockdown and self-isolation. A minimum of 86% of pupils engaged with this online learning on a weekly basis in May 2020, rising to 95% in February 2021.

16. The majority of HSCP services continued to be delivered throughout the period of the pandemic, with adapted approaches. Modified service delivery, typically through greater use of digital communication, dealt with the restrictions of face to face contact. Social Workers maintained contact with families via WhatsApp, Zoom and telephone. Video calls became a common way for workers and clients to communicate and residents and families to interact. Online and telephone appointments became the norm.

Digital Inclusion

17. The Council participated in various phases of the national Connecting Scotland programme which provided people on low incomes and in target groups with access to digital devices, connectivity and support to develop their confidence and skills online. By the end of May 2021, over 2000 digital devices, many with free WIFI will have been distributed to households across East Renfrewshire over the last year. This included 623 chromebooks and 51 MIFI (mobile wifi) devices provided to pupils via the Connecting Scotland education programme and the 709 devices (376 chromebooks and 414 ipads) with free MIFI to be distributed via 28 council and partner services to households across East Renfrewshire as part of the broader Phase 1 and 2 Connecting Scotland programmes. These have targeted those at a higher clinical risk due to COVID; older people; people with disabilities and families, with low income being a key criteria. Phase 3 of the Connecting Scotland programme is likely to be launched before the summer with around 23,000 devices being available across Scotland.

18. In addition, a further 50 devices and free MIFI are currently being distributed to low income households, again identified by council services and partners and a further 700 chromebooks will be distributed shortly by the Education Department using one-off COVID-related funding allocated to the Council from the Scottish Government.

19. The voluntary sector has also provided devices and free WIFI utilising a range of COVID related funding and other resources they have access to. This includes Voluntary Action East Renfrewshire, East Renfrewshire Good Causes and Barrhead Housing Association who together managed a digital inclusion fund which complemented the Connecting Scotland Programme. The Department of Work and Pensions has also been providing digital devices to job seekers through a discretionary programme.

20. There is of course potential for this shift to digital services to have exacerbated social and digital exclusion. Where required, all benefitting from the Connecting Scotland programme, have had the support of a digital champion to ensure they have been able to use the devices. The pandemic has also been a catalyst for the formation of a more formal Digital Inclusion Partnership for East Renfrewshire, with quarterly meetings across a range of partner agencies aimed at ensuring no-one is left behind by this renewed digital focus. This partnership will continue to meet and will focus on communication and support to ensure that local residents have the confidence, skills and tools to enable them to benefit from being digitally connected. The most recent Citizens Panel included a new question set on digital access and use and there will be further engagement on digital inclusion to inform the work of the partnership.

21. Work was also undertaken to support local businesses with their own transitions to a digital world, through the Digital Boost scheme, which offered consultancy, training and support to help businesses adapt and change.

Change Programmes

22. Each department continues to support council-wide programmes of change including the Office 365 rollout, further development of our information management/governance approach and the development of a data programme. The pandemic brought significant opportunities to develop our approaches in these areas including the development of dashboards, mapping and reporting tools to monitor progress and impact of the pandemic in East Renfrewshire.

Environment

23. Since the last MAP progress update in April 2019, structural and role redesigns within Neighbourhood, Property, Technical, Roads, Corporate Health & Safety and Economic Development have been completed. Housing Services have also completed the first 2 phases of their structural and role redesign, with a third phase underway, due for completion by the end of 2021.

24. The creation of the Change & Governance function has also brought together the existing Environment departmental functions of Business Intelligence, Digital, Business Support, Customer Relations and the Change Team.

25. There are a range of digital and ICT system developments and changes underway in the Department. These include:

- The deployment of in-cab telematics for the Neighbourhood Services team is complete. This has facilitated better digital communication between managers/ supervisors and operational staff in relation to the day-to-day delivery of services, such as refuse collection and special uplifts, with digitisation of 6 processes to date, customer booking of slots and online tracking of jobs now available. This has removed significant manual processing and administration and improved customer service. There is further potential for route-optimisation efficiencies to be realised from the 25 bin lorries which now have these in-cab telematics.

- The replacement of the Housing ICT system, which will enable mobile/remote system access via hand-held devices for key staff and deliver a customer self-service portal.

- The Roads Service is developing its asset management system which has enabled mobile/remote access 'in the field' via hand-held devices for officers undertaking lighting tasks and processes and is now being widened for those undertaking routine maintenance duties.

- Property Services have also reviewed the capabilities of their asset management system and are developing improvement projects to make better use of current modules and consolidate property/asset-related information and data within the system.

- The Corporate Health & Safety team have implemented a new health and safety management system which improves information on audits, inspections and risk assessments and simplifies reporting action tracking.

- The Department also continues to work with the Core System team to develop interfaces between the Council's new finance/procurement system and various departmental systems. This will enable more efficient and effective purchase-to-pay processes and improve financial tracking and reporting.

26.   The Roads Service and Neighbourhood Services are working with the Council's Digital Customer Experience programme to transfer existing digital customer and back office processes, including online forms, to the new customer experience platform. This has included successfully transferring the 'missed bins' and special uplifts processes.

27.   A project to digitise cemetery records is also underway and includes the use of digital technologies to record condition and safety details of headstones within cemeteries

28.   The department continues to work with the Digital Office and their partners around expanding opportunities for use of the Internet of Things Scotland (IoT) technology. The purpose of which is to deploy a wireless sensor network across services to harvest data to inform service delivery and data-led decision-making.

29.   Roads temperature sensors were deployed to support the winter gritting programme in 2020. Further work is ongoing to explore the potential of sensors to monitor grit/salt bin capacity and vehicle grit-spread in order to achieve further efficiencies.

30.   The Council have recently deployed IoT sensors within the Barrhead building due to COVID-19. The purpose of which is to monitor airflow and to regulate temperature across the building to ensure a safe working environment for staff. The deployment of IoT sensors within our Education schools estate will also help to monitor CO_2 and ventilation levels in order to gain insight from air quality data. This is particularly important during the COVID-19 pandemic.

31.   There are further IoT opportunities being explored around smart street lighting, waste management and building management for property services.

32.   Wearable technologies are also playing their part in improving compliance against health and safety standards within the Roads Service, with technologies now helping to reduce the likelihood of conditions like 'white finger' which can result from hand/arm vibration syndrome and also supporting the implementation of social distancing for frontline workers.

33.   The Environment Department has also set up an internal mapping portal using the corporate Geographic Information System, ESRI, which gives all staff access to all the Council's spatial datasets. Over 100 searchable maps are available on this Portal, including Planning Applications, Land Ownership (this map has been viewed over 1600 times, removing the need for direct contact with the Council's Estates team). Historic maps, and aerial photography are included. This tool is also used for collecting and surveying Council assets and supporting community consultations. ESRI Dashboards are used, for example to give real time displays of COVID data and HR COVID Absence Data. There are also maps available to the public, including the school catchments, ward information, polling places, adopted roads, winter maintenance programme (gritted streets and grit bin location) and street lights (making fault reporting easier and more accurate).

34.   The Council has also been lead on an ESRI project involving all 8 City Deal councils, which mapped all city deal projects and investment areas (e.g. new houses, new businesses etc) for sharing with utility companies allowing them to plan for the services required and reducing project delays.

Education

35.   The Education Department's focus over the last 18 months has been on supporting young people and staff with learning during the pandemic. This included online and remote learning; moving to online meetings for Placing Request Appeals and new approaches to parental engagement including Parents' Evening appointments via phone rather than face to face. A new app to allow pupils to pre-order meals was also introduced across high schools at the end of 2020, reducing queues and helping pupils maintain social distancing.

36.   Schools use a range of, increasingly digital, methods for keeping in touch with parents which helps minimise paper; rekeying and improves accuracy of information. Pre-pandemic the Department's digital journey included launch of the national Parent Portal which improved access to information for parents and reduced manual processes in schools. As of December 2020, 7847 parents had linked 11,855 children through the portal. This built upon the huge uptake of the Parent Pay system where parents could pay online for school meals, trips, charity donations etc rather than find cash to send into schools. The Department also makes use of the national gov.notify service to facilitate text messaging across a range of services to communicate with parents.

37.   For the first time a new online application form for 3-4 year old nursery admissions was launched in January 2021 as well as a new online process launched for Primary 1 and Primary 7 document submission, reducing time for parents and school/nursery administrative staff.

38.   The department is part of the national project to introduce the SEEMIS Early Years platform and are currently preparing data cleansing and migration for the new system.

39.   The department was part of a pilot with Strathclyde Passenger Transport (SPT) on the new school transport management package, which has now been rolled out to the remaining authorities. This provides families with the opportunity to book spaces depending on school timetables and gives enhanced management information, allowing easier integration with existing information sources and business processes.

Health & Social Care Partnership

40.   The focus of the HSCP over the last 18 months has been to keep life and limb services operating under the pressures of the pandemic. This has involved moving to greater digital communication, replacement of face to face appointments wherever possible and finding new and innovative ways to stay in touch with vulnerable clients and families during periods of isolation, lockdown or social distancing.

41.   The HSCP's Fit for the Future project was closed in August 2020. Its original savings target of £954k was delivered, with an additional savings target of £250k delivered as a full year saving in 2020/21 as referenced in the IJB Budget report 2020-21. The project delivered significant financial savings but also changed the organisational structure to strengthen the link between strategy and operations and enabled the HSCP to develop a stronger locality focus. New roles in relation to strategic planning, market facilitation and improvement capacity are now embedded in the locality structure.

42.   The HSCP is now discussing post-pandemic change and transformation priorities with the IJB. This will include a focus on people who use HSCP services – reviewing client journeys; use of technology to support people to remain safely at home; service redesigns; and continuing to develop the online appointment model where appropriate. There will also be

significant work on ICT systems and processes and workforce planning including Care at Home redesigns and use to technology to support the frontline.

43. A new project to replace the existing CareFirst system with a new Case Recording solution is now in its early stages. This project represents significant undertaking for the HSCP Change Programme in terms of its size and scale.

Corporate & Community Services

44. The Corporate and Community Services (C&CS) Department has a dual role in change and transformation – firstly to lead the Council's corporate approach in terms of digital, ICT provision and strategy; our customer experience programme; the Core Systems programme; organisational development and workforce planning; development of the data programme and overall governance through the Programme Management Office; and secondly to drive transformation in the Department's own services.

45. The digital programme has continued to be dominated with the replacement of major ICT systems, driven by contracts ending or support coming to end of life. There is a significant resource requirement both within services and ICT to implement these new systems, which can be a challenge to balance with transformational projects and the ongoing stability and security needs of our network. The Council's new ICT Strategy is currently in development focusing on the themes of performance and stability; customer service and enablement of transformation.

46. The Core Systems Programme has been one of the main programmes of change in recent years with significant workload and impact for C&CS teams including HR/Payroll; ICT; Accounts Payable (formerly known as Creditors) and Accounts Receivable (formerly Debtors). The Core Systems project team is also line managed within the C&CS Department and structural and budget proposals are currently being developed for when the project team contracts end in March 2022.

47. In addition the recent replacement of the legacy Council Tax and Benefits ICT system has been resource intensive and complex in recent years. This project has been one of the first to utilise new service design and user engagement techniques, using Teams for remote testing of the new system during the pandemic. Following a COVID-related delay in 2020, the system went live in December 2020 and annual billing for Council Tax was completed for the first time in the new system in March 2021. The focus of the next year will be to stabilise the new system and refine our end to end processes for efficiencies whilst also implementing an associated customer portal.

48. The Digital Customer Experience programme launched a new user-centred council website in July 2020 with excellent customer feedback. Whilst engaging on development of a new Customer Experience Strategy for the Council, the programme is now focused on the implementation and integration of a new customer experience platform with online customer forms that meet government and data standards. The national mygov.scot account will be used to verify citizens and give a single sign-on for access to Council services, giving a consistent look and feel. The Council Tax and Benefits Citizen Access portal will be the first service to go live later this year.

49. The Department oversees the Office 365 programme which has enabled the transition to homeworking during the pandemic, supported virtual training, employee engagement and social connection. This is now a key priority area to leverage further gains from workforce productivity as we consider what the pandemic will mean for the way we work in the future. This will involve information governance, technical and digital skills considerations.

50.   From a wider skills development perspective, our Organisational Development and PMO teams have worked together with the Scottish Digital Academy to train over 100 employees in user research and the Scottish Approach to Service Design. In addition, more than 30 Digital Champions have been established across the organisation to support employees to make the most of technology. From a workforce planning perspective, there will be a focus on building the organisation's digital, data and technology (DDaT) skills.

51.   In terms of the data programme, good progress is being made in information governance, data protection and information security, which are critical legal responsibilities and also an essential foundation for building future Office 365 potential. This year has demonstrated the potential of data in terms of dashboarding, mapping and reporting of the impact of the pandemic locally and helping to proactively meet the needs of vulnerable residents such as those shielding. This year has seen completion of a contracts register which will give managers a single view of all contracts including timeline, spend, value, and procurement route. There is huge potential that can be derived from consideration of data as part of all projects. Benefits will include improved customer service; improvements in performance and cost management; reduced rekeying; improved automation; early intervention and predictive modelling.

OUR FUTURE PROGRAMME

52.   Our digital transformation strategy for 2021-2024 is based upon moving forward on 3 fronts. Summaries of each area are given below and there is further detail at Annex 2.
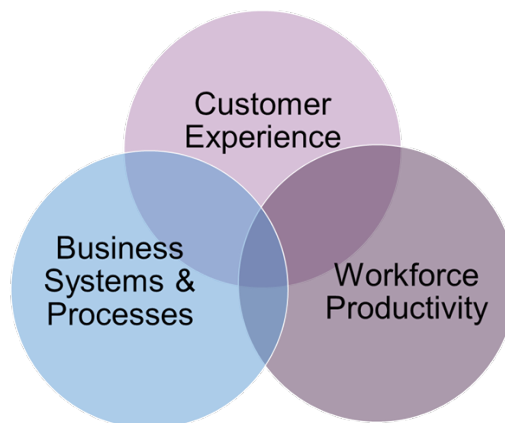
<u>Customer Experience</u>

53.   The vision for this area is to provide a consistent, efficient customer experience, designed with the user at the heart.

54.   To achieve this there will be a clear, organisation-wide Customer Experience Strategy, with the new website and customer experience platform as the foundations for improved customer experiences across the Council. There will be streamlined digital processes, including booking, scheduling and payments, designed end-to-end in an inclusive way using the Scottish Approach to Service Design (SAtSD). New technologies will be used to improve the customer journey, based on customer preference, with support available for those who need it.

<u>Business Systems & Processes</u>

55.   The aim in this section is to have efficient and effective business systems and processes enabled by digital technology and optimised across the Council.

56.   This will build on the Core Systems programme which saw the successful implementation of new finance/procurement and HR/payroll systems. The opportunity now is to optimise the systems as the foundation for end to end process improvement across the Council, linking to other line of business systems to join up information flow, reduce duplication of effort and maximise the benefits we can get from our systems.

Workforce Productivity

57.   This last theme is about increasing the productivity and effectiveness of our workforce, enabled by Office 365 capabilities.

58.   The pandemic and the resulting need to work at home wherever possible, was a significant catalyst in developing the Council's use of Office 365 capabilities and, in particular the Teams environment which facilitates online meetings, video calls, shared team sites and messaging. This theme is about embedding and enhancing our use of these tools to create, communicate, collaborate, store, plan, automate, analyse and report. There are important information governance and technological considerations as part of this development and there will be further digital skills and cultural work to be undertaken to support and encourage use of the tools available and embed new ways of working.

59.   Office 365 is what is known as an 'evergreen' product suite, which will be subject to constant evolution and growth worldwide. This will bring new challenges for the Council in terms of forward-planning and resourcing and for both ICT and services as they get to grips with what this new environment will mean in terms of new functionality with automatic updates and releases from the suppliers which may have impact on our network infrastructure.

How We Will Achieve This

60.   Each of the 3 areas underpinning our digital transformation strategy have commonality in terms of a focus on end-to-end processes; a commitment to involve users at the heart of service design; the need to focus on benefits realisation and achieving a good return on investment as well as ensuring sound financial and data governance and ICT security at the same time as achieving fundamental change. In addition, there is an underlying need to develop the Council's workforce in terms of digital, data and technology skills.

61.   Whilst challenges continue to be faced in terms of capacity versus ambition and complexity of many of these programmes of work, we are more conscious than ever of the importance of prioritising this work to achieve best use of scarce resource. We will make more use of agile project methods to provide a more incremental way to manage change based on user needs and focused on chunking projects to get value to those who use the service as quickly as possible. This will require a shift in culture, new ways of working and skills development.

62.   Departments are currently engaged in a process of project prioritisation looking at what the Council needs and wants to deliver as part of its digital transformation journey over the next period. Looking at the projects in the round like this will help us assess the linkages and sequencing of projects; the scope for use of national platforms or solutions where possible; to plan resources; identify gaps or challenges and ensure a balance of delivery and benefits realisation across each of the 3 fronts of our digital transformation strategy.

63.   Subject to the detail of the project prioritisation exercise and resulting resourcing discussions, it is anticipated that key MAP areas for the next 3 years will include:

- Implementation of the new ICT and Customer Experience strategies.

- Maximising the benefits from the new Finance/Procurement, HR/Payroll and Council Tax/Benefits systems, including putting in place new service structures to take control of the new systems once the Core Systems dedicated team comes to an end by March 2022.

- Significant development of our HSCP infrastructure with replacement of its case management system; the analogue to digital telecare programme and a retendering of the Care at Home platform. In terms of resources and significance this will be as fundamental a change as the Core Systems programme has been in recent years.

- Transformation of education infrastructure through the replacement of SEEMIS with two new systems: SEEMIS Schools and SEEMIS Early Years across all education establishments (and external funded providers) with the migration of approximately 20,000 pupil records and files and retraining of all school and early learning and childcare based staff.

- Developing our Digital Planning processes as part of a national programme driven by the Scottish Government.

- Shifting the profile of how we work, looking at our office buildings, our workforce cultures, the technologies we use (including Office 365) and how we can develop to be fit for the future, building on our experiences of work during the pandemic.

- Developing new approaches to data, insight, reporting and dashboarding.

- Reconfiguring the Programme Management Office (PMO) to ensure that robust programme governance, planning and benefits realisation is in place across the MAP portfolio and to assist resource planning and skills development across the Council.

IMPLICATIONS

64.   It is clear that there has been significant progress in recent years, and particularly across the pandemic period, in delivery of the Council's digital strategy. Our aspirations to continue our ambitious modernisation journey remain as important as ever. Change and transformation across an organisation as diverse as a council is a complex area. The use of equality/fairness and data protection impact assessments is a routine part of projects. Budget challenges mean we have to clearly prioritise our activities and resources to ensure we deliver benefits from projects, that they contribute to future savings opportunities and that they improve the experiences of local residents and reduce bureaucracy. Learning from other's successes (and failures) will also help us transition quicker and save rework.

FINANCE & EFFICIENCY

65.   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. 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.

66.   Savings plans for future years will be developed by the Corporate Management Team on the basis of the Scottish and UK budgets. Each department, 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.

67.   There is also a need to balance the pressure for savings with the need to invest in our ICT systems and development and also in reshaping the skills of our workforce in terms of digital, data and technology.

68.   Departments continue to make good use of the Modernisation Fund to augment project resource and Spend to Save options also remain available.

CONSULTATION & PARTNERSHIP WORKING

69.   The progress and ambitions outlined in this paper relate not only to the Council but also to the wider 'family' organisations of the HSCP and the Culture and Leisure Trust. We will continue to work together to progress the key priority areas for change and to share lessons learned and plan resources.

70.   In March 2021 the national Digital Strategy for Scotland was published, having been developed jointly by the Scottish Government and the Scottish Local Government Digital Office. As we move forward with our own digital transformation priorities we will explore collaborative opportunities to work with other organisations to learn from their successes; fast-track our own journey and make best use of transformation resources. Other key partners will include Scotland Excel, who are working hard to join-up procurement and contractual opportunities across the public sector.

71.   User engagement in service design, internal as well as external, is a key principle of our digital transformation journey. We will utilise the Scottish Approach to Service Design wherever possible to put users at the heart of change.

CONCLUSION

72.   Today's report demonstrates the very broad range of areas being progressed and the commendable delivery and development of the Council's digital strategy in challenging circumstances.

73.   The pace and scale of change across the Council and HSCP remains significant. This is driven by pressures on budgets; statutory and contractual obligations and our own ambitions for digital modernisation and improved user experience. Prioritisation, resource management and good governance will be key to the next stages of our digital transformation journey, with a focus on customer experience, our business systems and processes and capitalising on the use of Office 365 capabilities to enhance the productivity of our workforce. This will be especially relevant as we recover from the pandemic and move forward into a phase of renewal.

RECOMMENDATIONS

74.   It is recommended that Cabinet:

    a) Notes the good progress across the Modern, Ambitious Programme (MAP) including the core systems, digital and departmental programmes.

b) Commends the achievements of the Digital Strategy 2016-20 (Annex 1) and notes the impact of the pandemic in accelerating key aspects of our digital delivery to enable our services to keep operating effectively over this challenging period.

c) Agrees the 3 priority areas of the Council's digital transformation strategy for 2021-24: customer experience; business systems and processes and workforce productivity and that these will be underpinned by a more detailed roadmap for change which will be developed on completion of project prioritisation and resourcing work.

Caroline Innes, Deputy Chief Executive

Report author: Louise Pringle, Head of Communities, Revenues & Change, 0141 577 3136.

BACKGROUND PAPERS

- Education Department Report on the Quality of Remote Learning, Education Committee 11 March 2021
- Core Systems Implementation – Progress Report, Cabinet 3 December 2020
- Annual Efficiency Statement, Cabinet 15 August 2019
- Update on Modern, Ambitious Programme (MAP), 25 April 2019
- Update on Modern, Ambitious Programme (MAP) & Digital Strategy, Cabinet 21 June 2018 & Council 27 June 2018

Annex 1

East Renfrewshire Digital Strategy 2016 - 2020

Project closure report

January 2021

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Positioning

2016 – 2020 strategy has delivered significant progress against the ambition to become a 'Leading Digital Council'.

Integrated

Digital is integral to operations, supporting the delivery of the Modern Ambitious Programme.

Enabler

Digital is an enabler across the organisation.

Guiding principles

A range of cross cutting transformation themes developed from the strategy will help the organisation to deliver future ambitions.

Covid-19 Impact

Covid-19 impact

- The Covid19 pandemic and the events surrounding it may change the way that we work and live forever

- It has been necessary to consider existing strategies and plans and their relevance to the changing world

- The expectations of our employees and our citizens are evolving rapidly and as an organisation, East Renfrewshire Council faces the challenge of adapting and supporting at a time of significant financial pressures

- During the pandemic the Council has seen rapid change in the following areas:

Services
- Reconfiguration of a number of services to a digital first or digital only approach.
- Increased demand for online services

Social
- Significant increase in employees working from home
- Increased demand for online collaboration tools, not just for cross-sector working but also to engage with citizens
- Exacerbation of social and digital exclusion

Sharing
- Rapid deployment of new solutions to respond to the emergency (e.g. shielding, volunteering, test & protect, business grants)
- Increased collaboration, data sharing and analysis between partners

Challenges

- Scale, scope and number of projects
- Objectively prioritising projects
- Establishing baseline data
- Defining measurable benefits
- Culturally embracing measurement of change/ benefits
- Creating a culture of outcome ownership
- IT contracts and systems unsupported
- Limited resources
- Reduced budgets
- Covid-19 pandemic

Digital Services

All services are digital by design and use data analytics

Digital Workforce

We have a digitally capable workforce with a modern working environment

Digital Citizens

Communities engage digitally with the Council

Digital Foundations

Enabling technology supports our digital outcomes

Digital Services: Summary

Successful outcomes - highlights

- ✓ Established a foundation to develop user centred digital services
- ✓ New Digital and Data Board established
- ✓ Core Systems programme delivered under extreme circumstances
- ✓ New website launched July 2020
- ✓ New Council Tax and Benefits system launched Dec 2020
- ✓ 100% of Building and Planning applications online and new app for officers launched
- ✓ Digitisation of six Neighbourhood Services processes
- ✓ 25 bin lorries fitted with telematics for service optimisation (65k service transactions)
- ✓ H&S digital technology deployed within the Roads Service machinery
- ✓ Digitisation of parental communication and launch of the Parent Portal (50% of pupils now linked to Parent Portal account)
- ✓ Parent Pay launched and handled £3.9m in payments, 200k transactions
- ✓ 86% of pupils engaged with online learning on a weekly basis during the first lockdown

Digital Services: Summary

Citizen experience

A new Customer Experience Management (CXM) platform has been purchased and the focus of the Digital Customer Experience (DCE) project has been to migrate processes from the existing Meritec and Lagan IT systems. An online form standards framework has been created to ensure that all forms are created in a standard way that aligns to the Government Digital Service (GDS) standards. The team are working with services to review all online forms against the framework and ensuring they adhere to ERC's data obligations of data minimisation and privacy by design. Essential updates to forms are being identified to allow current forms to be transferred to the Goss platform.

Citizen portal

The vision is for citizens to access all services through a single portal, providing a consistent look and feel. The Goss platform will use the national mygov.scot account to verify citizens.

The portal is currently being tested and expected to go live in March 2021 with Revenues and Benefits to be the first service to go live.

Process improvement

The pandemic saw many services moving to accept electronic versions of evidence to minimise face to face contact.

Remote Registrations were available from 26th March and the Scottish Welfare Fund accepted scanned documents via Whatsapp. It is expected that this will accelerate a move towards more digitised processes in the future.

New user centred website launched in July 2020 with fantastic user feedback.

Major IT System Replacement

The digital programme continues to be dominated with the replacement of major IT systems, driven by contracts ending or support coming end of life. During 2020, the Council has launched new Revs & Bens, CRM, Finance and HR & Payroll systems.

Within the next 3 years, resource will be required for future phases of the Core Systems programme, a new Housing management system and SEEMIS amongst others.

There is a significant resource requirement both within services and IT to implement these new systems, which limits the opportunity to invest time in transformational projects. Services will be encouraged to take a user centred design approach to the system replacements, providing greater benefits to both the organisation and the user.

Core Systems

The Core Systems programme has been a huge focus of the council's change capacity over the last 2 years and involved services across the Council, Trust and HSCP. The projects are highly complex, requiring financial controls and data protection compliance to be paramount. Both the Finance/Procurement and HR/Payroll systems are now live and remain in budget for the overall programme.

The delivery of two such significant projects at the same time would have been remarkable during "business as usual" but with key teams working from home and all the service pressures of COVID, this is an amazing achievement.

Early benefits are being realised from the Finance and Procurement system in terms of self service, digitisation of processes, elimination of spreadsheets and tighter financial controls.

Council Tax & Benefits System

The replacement system went live in December 2020, a slight delay due to the impact of the Covid-19 pandemic. New ways of delivering training and engaging with users are being designed to fit with social distancing rules. The project replaces an aging IT system with one that will be more user friendly. It is expected that within phase 1, all processes will be reviewed and redesigned to remove duplication and automate where possible.

Benefits are already being felt by the service in terms of ease of reporting and access to data. A more structured approach to training will also help to improve staff confidence and capability. Customers should benefit from faster processing times, reducing the frustration which can be felt at times with waste and unnecessary processes. Further benefits will be realised in Phase 2 with the implementation of an online portal allowing customers to manage their own accounts, providing staff with time to focus on more complex issues or supporting vulnerable customers.

Digital Neighborhood services

Since the implementation of a workflow system, Neighbourhood Services have digitised 6 processes totalling 20k transactions including special uplifts.

The process previously required significant manual intervention with forms being printed, sorted, copied and then passed to the crew to collect. The outcome of each job was then written onto each form and passed back to admin support for input. Integrating with the existing CRM system and the creation of business rules has allowed the jobs to be sorted and allocated automatically. Updates direct from the in-cab devices notify back office staff on the progress of the job.

Customers are kept up to date with the progress of the job through either text or email. The digitisation has resulted in a significant reduction in admin time of more than 1 day per week. Since the pandemic, the process has been further developed to allow customers to book slots for uplifts.

Smarter bin lorries
25 bin lorries have in cab telematics which provides a foundation to implement route optimisation which may deliver significant efficiency.
A list of all the bins to be emptied is sent to operatives with information on job complete and outstanding sent back to the supervisor automatically.

Since implementation, there have been more than 65k transactions in this process alone.

Automatically safer
Wearable tech within the Roads service monitors machinery against H&S standards. When using appropriate machinery, employees wear a watch and an alarm goes off when the standards are breached.

Operatives are consequently less likely to suffer from conditions such as white finger. Centrally stored information makes it easier to access, limiting Council liability. This has been updated to support social distancing for staff in the Roads team.

New ways of working: Placing request appeal meetings

During the pandemic, it was necessary to find an alternative way to hold placing request appeal meetings.   These are meetings with a number of internal and external attendees which have to be held within a specific timescale.

A new process was developed to enable these meetings to be held remotely via conference call. This has been a fairly complex process with training and support required for Elected Members, parents and panel members.

Feedback from the service is that could change the way that these hearings are delivered in the future, as this is a more efficient way of working for all parties.

Digital communications

Education make use of a variety of ways to keep in touch with parents including text, email and the use of IVR/telephone routing.

This blended approach enables schools to get messages to parents in an appropriate and timely way. Communication methods are regularly being reviewed to improve effectiveness and reduce costs.

Education are also now using the gov.notify service to facilitate text messaging across a range of services, to communicate with parents including free school meal provision during lockdown, Early Years, Admissions, School Transport and Education Maintenance Allowance.

Parent portal launched

The new Parent Portal has gone live with a large uptake in this functionality, more than 10k pupils are now linked to an active parentsportal.com account which represents more than 50% of the pupils in East Renfrewshire. This will improve access to information for parents and reduce manual processes within schools.

86% of pupils engaged with online learning on a weekly basis during the first lockdown

Digital school dinners

A new app to allow pupils to pre-order meals was introduced across all the high schools in ERC towards the end of 2020. This reduces queues and helps to maintain social distancing.

'Open More' - enabling out of hours library access
Uses technology to access Clarkston Library using swipe cards to authenticate citizens who can borrow items via kiosks.
- ✓ The system controls the lights and alarms.
- ✓ Feedback from customers is that wifi and computers are most in demand.

Smart swimming
- ✓ Learn 2 allows swimming teachers to mark up learner progression in real time.
- ✓ Can be accessed via a tablet or smartphone and information syncs at the end of the lesson
- ✓ Allows the parent to check a child's progress almost instantly
- ✓ Reduces admin time for both staff and the public.

Online booking for sports classes launched
Booking processes improved and a mobile app developed. This has all helped to drive channel shift, moving bookings which would have been made over the phone or in person to online. This activity was accelerated by the pandemic.

Box Office: digital ticketing
Customers can access Box Office via an app on their phone, which scans the bar code and provides the Trust with real time visitor numbers.

Virtual bucket list
The Virtual Reality project within Libraries is a great example of how technology can be used to enrich lives. The team secured funding to purchase VR high quality headsets and began working with groups of older people and people who have dementia. The concept was advertised as "Come and do your bucket list in your local library". The VR experience can take people on a walking tour, to places where they have never been or back to places which evoke positive memories and emotions. The apps also allow you to participate in experiences such as jumping out of airplanes or swimming with sharks. The initiative reduces social isolation and loneliness by bringing people together as a groups to share experiences.

east renfrewshire
CULTURE and LEISURE

Digital Services - Health and Social Care Partnership
COVID-19 Response in East Renfrewshire

85

HSCP Services
The majority of HSCP services continued to be delivered throughout the period of the pandemic, with adapted approaches. Modified service delivery dealt with the restrictions in face to face contact and group work, typically through greater use of digital communication.

Social Work contacts
Social workers maintained contact with all their families, making greater use of telephone, Zoom and WhatsApp to stay in touch.

Care placements
With significant pressure on care placements for children and young people, virtual fostering and kinship care panels were established to support arrangements.

EAST RENFREWSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

NHS 'Near Me'
Has been used by local GPs, other practice staff and some physios to conduct appointments online. Remote access is also used in Primary Care.

Virtual Visiting
There has been work with care homes including Bonnyton House to promote contact between relatives and residents through technology including via tablet devices.

Hospital In-reach
Hospital to home teams have undertaken reviews and participated in ward meetings virtually.

Video calls
Care Homes and social work teams have made significant use of video calling to keep up communication with families. The Child and Adolescent Mental Health Service (CAMHS) activity continued with young people seen via 'Attend Anywhere'. Multi Agency Public Protection Arrangements (MAPPA) also continued, with the Police, via teleconference.

Digital Workforce: Summary

2000 Council & Education staff are being supported to work remotely

Digital Academy
100 employees in total have attended training provided in User research and Scottish Approach to Service Design. 15 employees have attended Agile for Teams.

"Insufficient staff capacity and digital skills are the most significant barriers to change"

Audit Scotland: Digital Progress in Local Government Jan 20201

Skills audit
A digital skills survey was carried out to help to establish a baseline, identify gaps and generate ideas for future learning and training offer. Led by OD team.

Dedicated Role
Dedicated Digital Learning Officer to support the roll out of digital skills.

Microsoft 365
Huge uptake in use as it enabled the transition to home working during pandemic, supported virtual training, employee engagement and social connection. Staff personas have been developed and are being used to target training activities

Digital Champions
More than 30 Digital Champions have been established across the organisation and have played a key role in supporting employees during the pandemic to make the most of their technology. Recent remote training has included an overview of Teams and MS Planner with more than 100 staff attending.

Digital inclusion

The public wifi pilot implemented wifi in three buildings, Fairweather Hall which had no wifi capacity, Linn Park which allowed connectivity to an ERC sheltered housing complex and Mearns Library. Fairweather Hall is hired for community and leisure activities and over the 3 month pilot, approximately 200 unique devices connected to the wifi each month. Given that the building is only utilised during times when it is booked, figures are higher than expected and reflect the expectations of the public around availability of wifi.

Within the sheltered housing complex, as expected, adoption was slower but 12 unique devices were connecting by month 3, access in this pilot is to residents who may have been otherwise excluded from connectivity. As staff, residents and families become familiar and more aware of the service, the expectation is that use of this service may grow. Within the Mearns library, the wifi replaced existing connectivity with a poor user experience and as a result the library saw a four-fold increase in connections from an average of around 90 per month to approximately 400 per month.

Citizen engagement

The Council Tax and Benefits project has continued to engage with citizens as part of the user centred design approach using Teams for remote testing.

Customers were asked to provide feedback about what they liked or disliked or would change or improved. This has helped to design and shape the "To Be" processes and will deliver a better customer experience.

Digital Inclusion during the pandemic has become a priority to support remote learning, help people access services and tackle loneliness.

665 devices with free wifi provided

110 devices in progress

623 Chromebooks loaned via schools

51 mifi boxes to enable free wifi

Connecting Scotland

As part of the Covid19 response, the Scottish Government launched the "Connecting Scotland" initiative to provide devices, connectivity and support to those most in need within society. Local Authorities have been at the forefront of this initiative with ERC leading nationally.

Digital Inclusion Partnership

Group established in 2020 with focus on supporting the delivery of the Connecting Scotland programme. Support has been focused on low income residences and those who are vulnerable/shielding. Local partners have helped to identify clients who would benefit including those with mental health issues, elderly, disabled and care leavers.

Research

Research conducted with 41 Connecting Scotland beneficiaries and other residents and staff across the partnership.

65% using device daily
33% once a week

Benefits
Keeping in touch
Progressing study
Take part in groups which would normally meet face to face

The group is currently agreeing future partnership priorities and actions. This is likely to include a **local campaign to raise awareness** of free digital access and promote going online. Further work will also be done to **build confidence and capacity of those providing digital support**

Compared to the same period last year…

316% increase in messages through Twitter
127% increase in Twitter reach

258% increase in messages through Facebook
183% increase in Facebook reach

164% increase in use of Live Chat
70% increase in automated telephone payments
38% increase in contact via social media
47% increase in email
19% increase in enquiries to Money Advice & Rights Team (MART)
12% increase in phone contact

Increase in referrals to:
- Scottish Welfare Fund
- Voluntary Action East Renfrewshire (VAER)
- foodbanks
- Connecting Scotland

Our best performing posts were on changes to:
- refuse collection
- placing requests
- mental health advice
- hub schools
- the Council's humanitarian food hub
- business support grants
- schools making facemasks for frontline workers

80% decrease in face to face visits
82% decrease in face to face cash payments

- Through the Digital Boost Programme businesses can access free digital consultants, online training and a wide range of support to help their business adapt and change.

- Since the start of April 2020 Business Gateway have delivered 11 Digital Boost Webinars with 170 attendees, with topics ranging from Facebook, Video production, Hootsuite and Instagram. There will be a further 13 workshops delivered before the end of the financial year.

- We have directly supported 8 businesses with 23 days of 1-2-1 expert Digital consultancy support to develop their web presence, ecommerce, social media and digital strategy and a further 28 days support will be delivered in the coming months. Part of the 28 days will be to support the 'Shop Local' campaign, with 8 businesses who have never traded online before having the opportunity to make their business digital and sell online for Christmas.

Business Support Grants
1030 new business grants, to a value of over £10 million, have been processed in recent months. 90% of these were received online and the other 10% via email.

Data

The Council has made huge progress towards being a data enabled organisation with the establishment of a Data & Strategic Insight team. The team's responsibility includes data governance and stewardship, modelling and dashboards. Significant progress has been made in establishing an information governance framework and ensuring that the existing policies and procedures are fit for the digital world. Examples of some of the projects they have helped to facilitate are outlined below.

Single View of Customer

During the pandemic, data matching was undertaking to cross-match the shielding list with Unique Property Reference Numbers (UPRN), Homecare, District Nursing, Telecare, Housing, Children and Families, Learning Disability, Community Care, Food Hub and Young Mums' client lists.

More than 150 million data matching checks were run in the first month alone, showing overlaps in households and allowing resources to be targeted where they were most needed.

This proof of concept can be used as an approach for developing a Council wide "golden record". This has the potential to reduce costs through automating processes, proactively delivering services and reducing fraud. Initial discussions are planned with the DCE programme and Education to look at initial use cases.

Dashboarding

During the pandemic, dashboards via Power BI provided real time information to managers to support service delivery.

This included the development of an online absence dashboard providing managers information on who in their teams was affected due to illness, self isolation or underlying health conditions.

The same technology was used to support the management of outbound calls for residents who had been asked to shield.

ESRI GIS

ERC has a shared an 'open to all' mapping portal (ESRI) which enables information to be used and shared across the Council, allowing instant access within a single location.

For example, the Land Ownership shared web map has been viewed over 1600 times, removing the need for direct contact with the Council's Estates team.

East Renfrewshire was lead on an ESRI project involving all 8 City Deal councils, which mapped all city deal projects and investment areas (e.g. new houses new businesses etc) for sharing with utility companies (incl. water sewerage, gas, electricity, digital providers). Previously these providers were not set up to plan for these investment projects and had no information to use – this could cause delays to projects. The new system allows them to plan for the services required and flag any resource issues at an early enough stage to allow forward-planning and jointwork.

ERC Roads have also used ESRI to map all roads and street lights in the local area. This will join up with the website system to let customers select the lighting fault they want to report using their address and the system will automatically know which light needs repair.

Building on success

We need to build upon the successes of the 2016 – 2020 strategy and the lessons learned during the pandemic response.

We now need to provide a framework for supporting our people to embrace new ways of doing business, so that we deliver the best possible services to our residents.

East Renfrewshire Digital Transformation Strategy 2021 - 2024

DRAFT

March 2021

Vision for the future

Our vision is to be a modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better.

We are working across East Renfrewshire to achieve best Outcomes for

EARLY YEARS AND VULNERABLE YOUNG PEOPLE

LEARNING, LIFE AND WORK

ENVIRONMENT AND ECONOMY

SAFE, SUPPORTIVE COMMUNITIES

OLDER PEOPLE AND PEOPLE WITH LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities

PREVENTION

EMPOWERING COMMUNITIES

DATA

MODERNISATION

DIGITAL

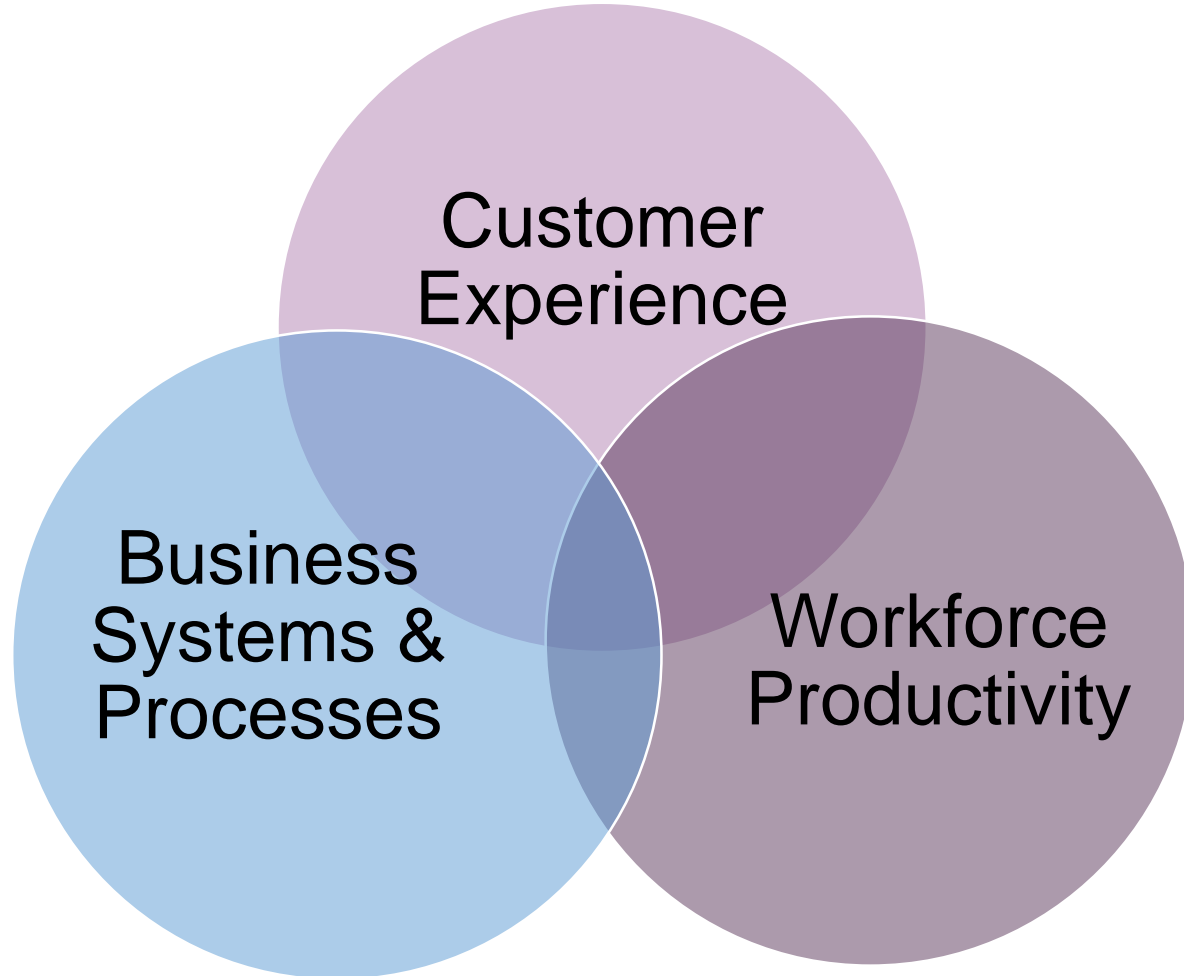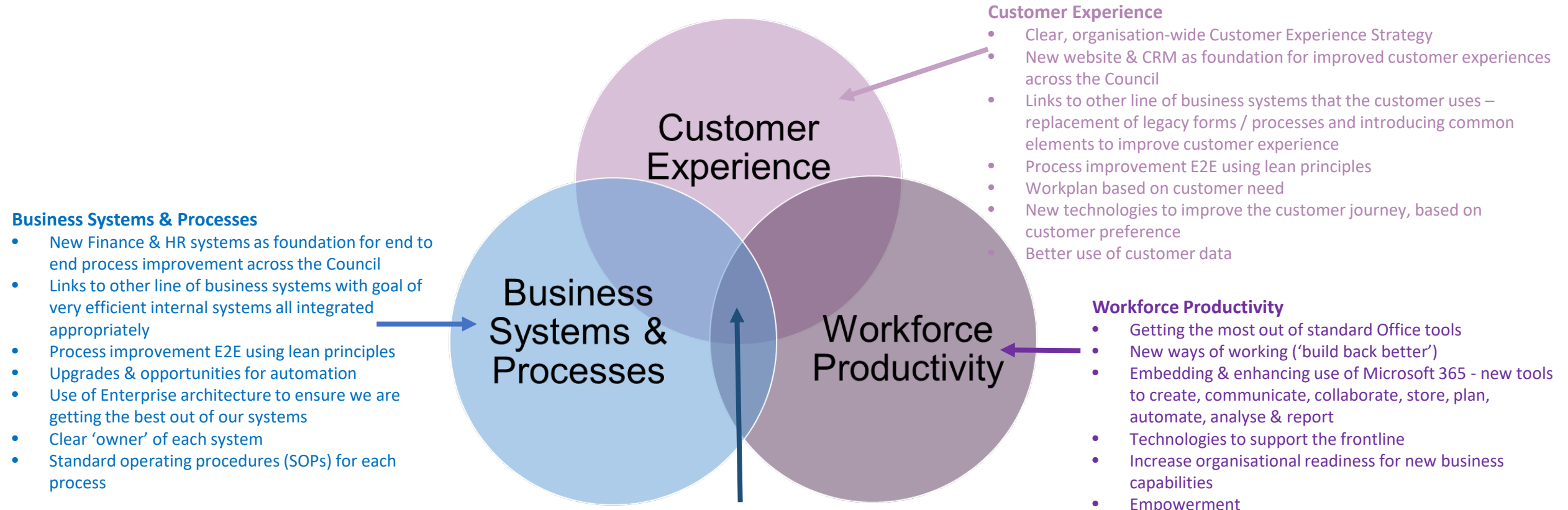**And along this journey, in everything we do, we must live our Values**

Ambition

Kindness

Trust

These 3 areas can be further explained:

Customer Experience
- Clear, organisation-wide Customer Experience Strategy
- New website & CRM as foundation for improved customer experiences across the Council
- Links to other line of business systems that the customer uses – replacement of legacy forms / processes and introducing common elements to improve customer experience
- Process improvement E2E using lean principles
- Workplan based on customer need
- New technologies to improve the customer journey, based on customer preference
- Better use of customer data

Business Systems & Processes
- New Finance & HR systems as foundation for end to end process improvement across the Council
- Links to other line of business systems with goal of very efficient internal systems all integrated appropriately
- Process improvement E2E using lean principles
- Upgrades & opportunities for automation
- Use of Enterprise architecture to ensure we are getting the best out of our systems
- Clear 'owner' of each system
- Standard operating procedures (SOPs) for each process

Workforce Productivity
- Getting the most out of standard Office tools
- New ways of working ('build back better')
- Embedding & enhancing use of Microsoft 365 - new tools to create, communicate, collaborate, store, plan, automate, analyse & report
- Technologies to support the frontline
- Increase organisational readiness for new business capabilities
- Empowerment

Customer Experience

Business Systems & Processes

Workforce Productivity

All 3 areas are underpinned by common methods, standards and skills
- Focus on benefits realisation, effort vs value
- Use of Scottish Approach to Service Design (SAtSD)
- Use of national platforms/solutions where possible
- Focus on Agile project methods wherever suitable
- Small number of projects, with backlog prioritised regularly by leaders
- Organisation-wide ICT Strategy and focus on ICT security and stability
- Strategic analysis & insight
- Digital, Data & Technology (DDaT) skills
- Improved project communications & transferable lessons learned

Theme: Customer Experience

Vision: to provide a consistent, efficient customer experience designed with the user at the heart.

Streamlined digital processes including booking, scheduling and payments.

Customer insight at the core of any action.

Well designed, customer focused, end-to-end digital processes.

Provide timely and honest information and regular updates on progress.

Customer at the heart

Design processes in an inclusive way, providing support for those who need it.

One council approach

Embed the Scottish Approach to Service Design

Future activity: Customer Experience

Key areas of future activity have emerged from the legacy of the Digital Strategy 2016 – 2020. These significant pieces of work will need to be supported using the new transformation themes approach.

Digital Customer Experience Platform
With significant work completed on the foundation elements of the new customer platform, the programme should see delivery accelerated. New processes will be delivered for complaints and waste early in 2021 with the customer portal being available for customers from the summer. New functionality for bookings and appointments will significantly improve the customer experience by enabling full end to end online service delivery.

Analogue to Digital Telecare

ERC provide Telecare alarm services to 3000 vulnerable residents. The entire system is based on analogue phone lines which are due to be switched off nationally by 2025.

Over the next year, the project will be managing the tender process with the aim being to appoint a supplier by Spring 2021.

Contact Centre Technology
New technology which provides a seamless multi channel contact centre will be explored. This will enable the contact centre advisers to move between different types of contact easily and will integrate with the Council's new Customer Experience Platform.

A fit for purpose, modern contact centre system will support the delivery of channel shift and provide detailed data for analysis to inform future decision making.

This would provide the opportunity to explore the possibilities of using chatbots, live chat, Artificial Intelligence (AI) and voice recognition.

Connected systems
There are significant opportunities for transformation and savings through automation and the Internet of Things (IoT), offering automatic updates, remote monitoring and dynamic control.

Council Tax and Benefits
Access to the service through a fully integrated customer portal will deliver significant benefits to both the customer and the organisation, reducing processing times, increasing accuracy and delivering an improved customer experience.

Theme: Workforce Productivity

Vision: Increasing the productivity and effectiveness of our workforce enabled by Office365 capabilities.

Identify opportunities for digitisation or automation.
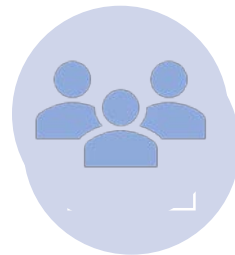
Reduce duplication of effort.

Guidance, training and support to make the most of technology.

New ways of working are essential.

Optimise the use of existing tools, maximise investment.

Align workforce and skill development plans with digital transformation plans

M365 project revised brief, to include Covid-19 impact and lessons leaned:

MS Teams 6 Month Useage Figures

8.5k Team Chats

49k private chat message

33k Teams Meet-ings

50k Teams Calls

Collaboration & Communication

The suite of tools will help to improve collaboration between teams but also within the HSCP and between Corporate and Schools in Education.

Internal communication will be improved through utilising a range of applications which can support behaviour and culture change through transformation the way that we communicate.

Productivity

With reducing budget and increasing demand, there is a requirement to deliver more with less. Maximising the benefit of the investment already made in O365 will help to drive efficiencies. Processes will be redesigned to deliver improved business outcomes and continuous improvement will be embedded in the culture of the organisation.

Information Governance

Promoting transparency and information quality assurance to help deliver on operational efficiencies and provide right first time responses to access request in a timely manner in line with legislative timescales.

Establishing an information and records management framework that supports the Council's electronic document journey within M365 to ensure that data is stored in a compliant and secure way aiming to deliver a solution which has privacy by design at the core.

1000 M365 licences in use, 400% increase

ERC are fully engaged and collaborating with the Digital Office on M365.

Theme: Business Systems & Processes

Vision: Efficient and effective business systems and processes enabled by digital technology and optimised across our organisation.
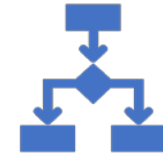
Robust and consistent processes

Join up information flow between systems

A process for identifying, monitoring and realising benefits is required.

Maximise the use of existing and future technology to deliver benefits.

Identifying duplication of effort and opportunity for any quick wins.

The ongoing delivery of the Core Systems programme will continue to play a major role in change across the Council requiring significant investment in time and money. Resource systems and processes will be optimised across the Council.

HR & Payroll
Additional functionality will be delivered including timesheets, leave, performance management and recruitment and workflow. This will increase self service and automation, reducing resource requirements and cost of delivery.

Finance
Planning for future phases is currently underway reviewing costs, resources and potential benefits to agree the best way forward. The system is currently settling in. The focus of next year is to monitor the benefits.

Process reviews will be prioritised based on effort and value

IT Systems Replacement
Replacement of major IT systems (contracts or support ending):
- New Housing management system
- SEEMIS
- HSCP will be replacing the Social Care system, CareFirst
- Culture and Leisure Trust implementing a new Library management system

Maximising the benefits
With such a huge investment in the core systems programme, it is essential that benefits are optimised through reviewing processes using lean principles, reducing waste and automating where possible.

How we will enable the change
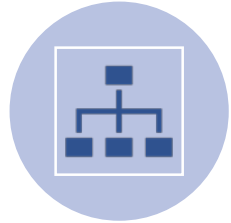
Clear organisation strategy is required and projects prioritised based on outcomes.

Projects should be resourced effectively and not expected to be absorbed as part of day job.

Embed use of Scottish Approach to Service Design and Agile

Support the adoption of a project prioritisation model to help manage number or projects and focus resource for maximum benefit.

Involve employees with developing and driving change

Focus on benefits realisation, value v effort

Drive change with feedback and insight gathered from employees, customers and sector

Collaborate internally and externally through Digital Office and other partnerships

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EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Deputy Chief Executive

COVID-19 HUMANITARIAN SUPPORT FUNDING 2021/2022

PURPOSE OF REPORT

1.   The purpose of this report is to seek Cabinet views on proposals for the distribution of one-off Scottish Government humanitarian support funding within East Renfrewshire in 2021/22.

RECOMMENDATIONS

2.   It is recommended that Cabinet:

a) Note the availability of COVID-related Scottish Government funding in 2021/22 for Flexible Support and Financial Insecurity.

b) Approve the proposed 4-tier approach and proposed budget allocations for use of this funding including:
- meeting appropriate COVID support needs arising as part of ongoing response in communities;
- progressing a range of internal projects in line with the funding criteria;
- conducting research and engagement to inform our recovery and renewal strategies and culminating in a community-bid process in the autumn.

c) Approve the recommended short-term spending proposals outlined at Annex 1.

BACKGROUND & CONTEXT

3.   In response to COVID-19, the Scottish Government released several funds to local authorities throughout 2020/2021 to support residents in financial hardship; those struggling with the restrictions and guidance in place; those shielding and isolating as part of Test & Protect. A sub-group of the Council Resilience Management Team (CRMT) was established to oversee this area. The COVID Humanitarian Support Group has been overseeing these funds and has reported to the CRMT and CMT on progress and options. The details of the humanitarian response have been reported to Council as part of the regular updates on the COVID response. This report gives an overview of the funding to date and the funds available for 2021/22.

4.   The COVID funding landscape has been complex over the last year, with fragmented funds each with varying criterion and central reporting requirements. Managing the various funding streams has been a significant commitment for the Council, but undoubtedly valuable to local communities. Today's report focuses on the funding streams made available for 'support for people' – we have used the umbrella term 'Humanitarian Support' in East Renfrewshire. This has included 'Supporting People' funding' (a flexible fund to support individuals at financial risk and support wellbeing); and the 'Flexible Fund' (to strengthen support available to people in Level 4 areas).

5.   Over the last year this funding has been used in various ways, in consultation with services and our third sector partners, Voluntary Action East Renfrewshire, to support local communities. This has included establishing and running the Humanitarian Food Hub which operated between April and September 2020; supporting running of Voluntary Action's Community Hub; supply of supermarket vouchers and emergency hardship grants via Money Advice and Rights Team's (MART) discretionary

fund; helping with costs of prescription deliveries to those isolating or shielding in the early months of the pandemic; additional support for MART and the Scottish Welfare Fund to cope with increased demand; helping those on clothing grants with additional costs of winter clothing for outdoor education; supporting vulnerable Social Work clients and families with activity and wellbeing packs to ease tensions in households during lockdown; provision of digital devices to young people via Community Learning and Development services; supporting the establishment of local food larders as a longer-term solution to poverty-related food needs in East Renfrewshire; and additional support to the work of the Citizens Advice Bureau.

6.   The Scottish Government has confirmed that councils can carry forward unspent funds from 2020/2021 and also allocated new significant funding for use in 2021/2022. There is no commitment to funding beyond 2021/22.

REPORT

7.   East Renfrewshire Council has in the region of £246,000 underspend from 2020/2021 which will be carried forward and must be spent by the end of financial year 2021/2022 and the Council was also allocated new funding which will be used in 2021/22 as follows:

- £296,000 from Scottish Government's 'Flexible Fund' to strengthen local authority responses to meet emerging needs and support people in their communities struggling with the restrictions and guidance at all protection levels, particularly those at risk through health and social inequalities; and
- £196,000 from Scottish Government's 'Financial Insecurity Fund' to enable local authorities to support individuals at financial risk including providing cash-based support to food insecurity, support to meet fuel costs, supplementing Scottish Welfare Fund budget and Discretionary Housing Payments, and other activities and services, as necessary, to support individuals to overcome financial crisis and support wellbeing.

8.   £161,000 of the budget noted above is committed to continuing the local discretionary fund provided by the Money Advice and Rights Team throughout 2021/2022, provision of shopping vouchers for food, short-term fuel support via Citizens Advice Bureau and officer time to manage increased demand on services responding to residents in socio-economic need (e.g. via the Scottish Welfare Fund).

9.   The Humanitarian Support CRMT sub-group (including VAER), along with the Corporate Management Team, has developed a strategic approach to use of the remaining funding for 2021/22 which will be in the region of £577,000.

10.   A 4-tier approach is proposed:
- a) Reserving a proportion to respond to any emerging COVID support needs in 21/22
- b) Progressing a number of internal proposals from Council and HSCP services
- c) Conducting community engagement and research to inform the broader recovery strategy and a community bid process
- d) Conducting an East Renfrewshire community-bid process later in the autumn 2021.

11. Whilst we do need to reserve a proportion of the funding to meet any emerging COVID-support needs over the year ahead, the focus of proposals is to build long-term, sustainable solutions which will help towards ongoing support for our most vulnerable residents as we recover from the pandemic.

12. East Renfrewshire Council and HSCP services have identified a number of areas where further support is required and we recommend the proposals outlined in Annex 1 be funded.

13. It is proposed that some quick community engagement and research work is undertaken to help us understand the impact of COVID on our residents, particularly the most vulnerable. This will include lived-experience feedback from residents and relevant data to highlight priorities and needs. This would allow for an evidence-based approach to inform short term support needs as well as the longer-term benefit of informing recovery and renewal. Findings will also inform our approaches to inequality including Vision for the Future and the Local Child Poverty agenda.

14.   The research outcomes would be linked to the proposal for a community-bid process later in the autumn. This would be open across the whole East Renfrewshire area and findings from the research would shape the criteria for the bids. This would be open to all community and third sector (not-for-profit) organisations with a focus on capacity building and sustainable solutions and would be delivered in partnership with our Third Sector Interface, Voluntary Action East Renfrewshire.

15.   Allowing for a small contingency for emerging needs and priorities, the proposed allocation of budget is as follows:

- £50,000 for emerging COVID community support needs - this will be monitored closely throughout the year and any underspend reallocated prior to the end of the financial year.
- £300,000 for projects highlighted in Annex 1 to support residents in need
- £40,000 for community engagement & research
- £150,000 for community projects to support residents in need

FINANCE & EFFICIENCY

16.   There are no specific financial implications arising directly from this report. The funding is issued by the Scottish Government as detailed above and must meet the conditions for use. This funding is only available in 2021/22 so there can be no ongoing commitments beyond the end of the financial year.

CONSULTATION & PARTNERSHIP WORKING

17. The humanitarian response to COVID in East Renfrewshire has been delivered through ongoing partnership working with Voluntary Action East Ren; including the development of this proposed approach. We have also consulted with the relevant stakeholder groups such as the Social Security Working Group, Local Child Poverty Action Group and Local Employability Partnership.

IMPLICATIONS OF REPORT

18.   There are no specific implications of this report in terms of staffing, property, legal, ICT, equalities or sustainability. Should the recommended approach be approved, any proposals funded will be required to consider these implications for that project.

CONCLUSION

19.   The funding will provide much needed support to our most vulnerable residents who have been adversely impacted by COVID-19. Service-led projects will address immediate needs; research and engagement will highlight priorities and vulnerabilities and inform our strategy for recovery and renewal; and funding community projects will support longer-term, sustainable solutions.

RECOMMENDATIONS

20.   It is recommended that Cabinet:

a) Note the availability of COVID-related Scottish Government funding in 2021/22 for Flexible Support and Financial Insecurity.

b) Approve the proposed 4-tier approach and proposed budget allocations for use of this funding including:
- meeting appropriate COVID support needs arising as part of ongoing response in communities;
- progressing a range of internal projects in line with the funding criteria;

- conducting research and engagement to inform our recovery and renewal strategies and culminating in a community-bid process in the autumn.

c) Approve the recommended short-term spending proposals outlined at Annex 1.

May 2021

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BACKGROUND PAPERS
- COVID-19 Recovery Actions – Update, Council 24 June, 28 October & 16 December 2020

Initiative	Amount	Target group	Details
Strengthen capacity at the front door of the HSCP for adults to allow staff to spend the time with the increased numbers of individuals contacting the HSCP who are presenting as stressed and distressed due the impact of the Pandemic	£35,000	Adults/older adults with mental health support needs	To employ an additional social work assistant (Grade 8) on a temporary basis to screen calls and provide a stronger dedicated between the ICT and Talking Points to ensure that the most vulnerable citizens of East Renfrewshire are receiving the right support in the right way at the right time. East Renfrewshire Voluntary Action have been involved in the development of this initial expression of interest and are fully supportive of the need to strengthen capacity to support people contacting and accessing services of the HSCP and VAER's Community Hub.
To provide sensory experience to individuals from both Barrhead and Thornliebank centres for Learning Disabilities and for other organisations within the local community who provide support to Individuals with Learning Disabilities and Mental Health issues.	£3,500	Individuals with Learning Disabilities and Mental Health issues	To purchase sensory equipment to enhance stimulation and wellbeing for all individuals who access the centres.
Providing a Travel to Work scheme to reduce the financial burden of travel costs for the increasing number of unemployed residents being supported by Work East Ren as a result of the pandemic	£5,000	Low-income/unemployed residents 16+	Maximum contribution of £254.50 per individual for one month travel. 20+ residents
Fuel poverty advice and support	£34,000	Low-income households	To employ a Fuel Poverty Officer (Grade 7) on a temporary basis
Establish a problem-solving detached youthwork response across ER to help address increased anti-social behaviour, large gatherings of young people/youth disorder, drug use/weapon carrying and mental health issues arising from the Covid-19 pandemic	£49,000	Young people in poverty/ vulnerable/mental health/youth unemployment/antisocial behaviour	To employ a part-time CLD Practitioner (Grade 9) on a temporary basis to coordinate and support 3 part time sessional detached youth work staff, who will be deployed across the authority where recorded incidents of anti-social behaviour and community perception of youth disorder are highest. This will include weekend periods/times currently not possible to cover. CLD Practitioner will provide link to the relevant schools.

Provision of local training and support for staff, volunteers and community groups to assist residents with digital skills	£10,000	Low paid/income, socially isolated and digitally excluded/ low confidence with digital devices/services	To create a bespoke East Renfrewshire specific training course that would highlight the various services that are available to residents. This would include content relating to social security services, websites, YouTube and would work alongside the Communications teams that are looking at 'how to' provision for advice services.
Develop opportunities to reconnect and build a support network for parents/carers experiencing increased isolation and loneliness as a result of Covid-19	£27,500	Families living in poverty, with specific focus on unemployed parents and single parents	To employ a Family First Support Worker (Grade 8) on a temporary basis to co-ordinate and implement support
To provide skills and qualifications for those aged 16 to 24 with a focus on senior phase and post school who are unemployed and seeking.	£50,000	Senior phase pupils and post school young people unemployed and seeking - 16 to 24 year olds	Secure external training and provide travel contribution if required
To provide free breakfast for pupils at 9 schools in Barrhead and Neilston	£66,000	Children and young people living in poverty	Food and staffing costs
To provide Wellbeing supports to community staff and volunteers working on the frontline throughout the pandemic	£20,000	Frontline community staff and volunteers	To part-fund of a temporary Wellbeing Officer post to co-ordinate and facilitate wellbeing supports

<div style="border:1px solid;">**AGENDA ITEM No. 6**</div>

EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Deputy Chief Executive

EXEMPTION FROM TENDERING – PENTANA PERFORMANCE MANAGEMENT SYSTEM

PURPOSE OF REPORT

1.   The purpose of this report is to seek exemption from tendering in accordance with Contract Standing Order 15 (ii) in relation to the procurement of the Pentana performance management system from Ideagen Plc. to cover the period August 2021 to August 2022. This will allow a managed transition from the web hosted platform to a Council managed database that has scope for further automation in future years, supporting the Council to continue on its journey of improving efficiency. The total cost will be no more than £12,000.

RECOMMENDATIONS

2.   It is recommended that, in accordance with Contract Standing Order 15 (ii) the Cabinet approve an exemption from tendering to allow the procurement of the Pentana performance management system from August 2021 until August 2022.

BACKGROUND

3.   The Pentana performance management system (previously called Covalent) was purchased in 2007 (three year contract) following a competitive tender exercise. The contract has been renewed on a rolling annual programme. In 2017 an exemption for a 1 year contract was granted followed by a further exemption in 2018/19 up to 2020/21.

4.   The cost for Pentana in 2020/21 was £10,390. The total spend on the system is approximately £145,000 since it was purchased in 2007 and includes the purchase of extra functionality in 2013/14.

5.   The system is used to track and monitor performance and export reports on the actions and performance indicators in the Council's key strategic plans (e.g. Outcome Delivery Plan), Department and Service Plans as well as the statutory performance indicator set.

6.   Pentana has served the Council well over its lifespan but relies on manual data entry and generates significant rekeying of information. Since September 2020 a project has been underway which aims to replace Pentana with a Council managed database. Although work has been progressing well, there have been a number of challenges presented by Covid-19, plus the time pressure of Pentana contract expiring in August 2021.

REPORT

7.   As a result of Covid-19 and the Council's focus on delivering essential services, there was a delay to the project start time. Initial project discovery findings strongly suggest it would be prudent to maintain access to Pentana, whilst new processes are built and tested.

8.   Any change of contract from Pentana to an alternative supplier would not release benefits greater than the financial, reputational and operational risk posed. We would not be able to procure a corporate performance management system for the annual current costs of around £10,000. Furthermore, we would experience the same challenge of transferring the Council's historic performance data from Pentana to another supplier's system, incurring additional costs for data transfer.

9.   Granting an exemption from tendering, will allow the project to provide a higher level of assurance that there will be no break in continuity of statutory performance reporting.

10.   This exemption request is in accordance with Contract Standing Order 15 *clause ii - the Council may exempt from competitive tendering procedures, any contract to which special circumstances apply*.

FINANCE AND EFFICIENCY

11.   The cost of a further year's use of the system and the supplier's data transfer service (to avoid any data loss) will total no more than £12,000. These costs will be met within existing revenue budgets.

12.   The expected benefits of the project that this exemption supports include:
- increasing efficiency in preparing reports and access to performance data for Elected Members, customers and partners;
- rationalising data to ensure accuracy and integrity; and
- reducing manual rekeying of data, freeing up staff time.

CONSULTATION

13.   There has been consultation with departments and the HSCP on the issues around the transition to a new in-house processes for future corporate performance management. Legal services were consulted on the use of Contract Standing Order 15 (ii) and confirmed that the exemption request is justified and legally competent.

PARTNERSHIP WORKING

14.   This project is being taken forward in close partnership across Council Departments and the HSCP.

IMPLICATIONS OF THE PROPOSALS

15.   The continued use of the Pentana performance management system for an additional year is required to ensure the continuation of service and resilience for statutory performance reporting requirements.

CONCLUSION

16.   The exemption being sought is to ensure a level of assurance in the delivery of our statutory performance management requirements as we build and test new processes. Retaining access to the Pentana system for one additional year will protect service continuity and support Council staff through a period of process change.

RECOMMENDATIONS

17.   It is recommended that, in accordance with Contract Standing Order 15 (ii) the Cabinet approve an exemption from tendering to allow the procurement of the Pentana performance management system from August 2021 until August 2022.

REPORT BY

Caroline Innes, Deputy Chief Executive

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18 May 2021

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EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by the Chief Officer – Legal and Procurement

REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000
COVERT SURVEILLANCE ACTIVITY 2020-21

PURPOSE OF REPORT

1. To notify the Cabinet on surveillance activity undertaken and authorised by the Council during 2020/21.

RECOMMENDATION

2. Cabinet are asked to note the use of directed surveillance and Covert Human Intelligence Sources during the period 2020/21.

BACKGROUND

3. The Regulation of Investigatory Powers (Scotland) Act 2000 (referred to as RIPSA) came into effect on 2 October 2000.

4. The purpose of RIPSA is to ensure that public authorities make only lawful use of covert surveillance and covert human intelligence sources (which together are referred to as covert surveillance in this Report). The Act regulates these activities by requiring that surveillance operations be justified and authorised by a senior officer of the Authority. Surveillance can be lawfully used if it is necessary to prevent or detect crime or prevent disorder, in the interests of public safety or for the purpose of protecting public health.

5. The Investigatory Powers Commissioner's Office oversees the regulatory framework. The Commissioner carries out regular inspections (every 3 years) of all public bodies who carry out covert surveillance in terms of the Act and makes various recommendations in relation to the procedures adopted by these bodies. East Renfrewshire Council's most recent inspection took place between October and December 2019, the findings of which were reported to Cabinet in August of last year. The next inspection is likely to be conducted in the latter part of 2022.

USE OF RIPSA DURING 2020/21

6. During the period 1 April 2020 to 31 March 2021 the Council authorised directed surveillance of 6 separate targets under 3 overarching authorisations. All authorisations related to online investigations and were granted as being necessary for the prevention and detection of crime whilst one of the three was also justified under the protection of public health criterion. Two addressed sale of counterfeit goods and

copyright/trademark infringement. In these cases, surveillance was undertaken by officers of Trading Standards Scotland acting as part of national initiatives. The other authorisation permitted investigation by Council Trading Standards officers into the suspected sale of dangerous substances contrary to health regulations.

7. No use was made of Covert Human Intelligence Sources.

8. These figures reflect a decline in the use of surveillance from 2019/20 during which period 14 targets were investigated under 3 authorisations. It is considered that this drop is reflective of the effects of the pandemic during the period in question. Whilst online surveillance was still feasible, the ultimate objective of obtaining and executing warrants was hampered by the various restrictions imposed and as such fewer surveillance operations were commenced. The impact of the lockdown restrictions relative to COVID 19 is also likely to have minimised the need and worth of any physical surveillance techniques and the lack of any such surveillance activity is not therefore surprising.

9. Council services only made one application for authorisation during the year in question, again reflecting the general approach to addressing concerns by open communication with those suspected of any inappropriate behaviour and explicitly advising of any intention to monitor their situation. This transparency takes any subsequent surveillance outwith the definition of covert surveillance and makes an authorisation unnecessary. In the one case which was pursued via surveillance it was considered that an open approach to the alleged perpetrator would have resulted in evidence being destroyed and the harmful goods being rebranded in a way which would have continued to pose an ongoing risk to the public.

TRAINING

10. As a result of remote working due to COVID restrictions, no face to face training of applicant or authorising officers was conducted during the period referenced in this report. Officers were however directed to online training resources which they could access at their own leisure. Further more formal training will be resumed when COVID restrictions are further relaxed and working practices allow.

FINANCIAL IMPLICATIONS

11. There are no direct financial implications arising from this report.

RECOMMENDATION

12. It is recommended that Cabinet notes the use of directed surveillance and Covert Human Intelligence Sources during the period 2020/21.

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<u>EAST RENFREWSHIRE COUNCIL</u>

<u>CABINET</u>

<u>3 June 2021</u>

<u>Report by Head of Digital & Community Safety</u>

<u>DIGITAL CONNECTIVITY TRANSFORMATION</u>

PURPOSE OF REPORT

1. The purpose of this report is to inform Cabinet of the proposed digital connectivity transformation of the Council area and to seek approval based on this proposal.

RECOMMENDATIONS

2. It is recommended that the Cabinet

    - Note that on the 15th March 2021 Council approved an investment of £2.7m in the Council's wide area network which will improve internet connection speeds across the council's estate.

    - Note that further work has been undertaken to build the details of the business case including an independent assessment of the case.

    - Approve the use of the Scottish Government Capita SWAN framework to procure the additional bandwidth through which Capita will work in partnership with City Fibre to provide a "Full fibre network".

    - Note that CityFibre intend to invest up to £27M in a full fibre network for residents and businesses on the back of the ERC investment in the Council network.

    - Note that the City Fibre investment could give 85% of homes and businesses access to a full fibre network with Barrhead and Neilston included in the plans.

    - Note that further discussions are ongoing with Capita to move towards 100% coverage across the East Renfrewshire area.

BACKGROUND

3. The current East Renfrewshire Council Wide Area Network (WAN) is reaching its original design limits and requires investment to be fit for the future. There are growing network performance issues throughout the council, most notably the Education estate who consume around 80% of the bandwidth and require continual incremental increases reactively to meet their internet demands.

4. The Council currently contract Capita SWAN as providers of the Scottish Wide Area Network (SWAN) service. SWAN is a national framework, developed in 2012/13 to provide the Scottish public sector with a fit for purpose and easily accessible network and internet connectivity service. The Council has contracted with SWAN since 2015.

5. The SWAN contract framework is currently being prepared to go back to market to procure a new service and service provider to continue the SWAN model. This new service and service provider will be in place from 2026.

6. As the COVID pandemic has shown, digital connectivity is of critical importance, not just for organisations, but for citizens as well.

7. Nationally there is a huge push to make high speed broadband available to all residents as it is seen as basic utility and a key enabler to improve the lives of residents and target inequalities through digital exclusion.

REPORT

8. This proposal is to create an authority-wide high speed fibre network infrastructure to replace the current Corporate and Education WAN and provide the essential foundations for economic growth, social inclusion and prosperity throughout the Authority.

9. The proposal would see substantial increases to our current network service and will make our Council network fit for the future and cope with the ever-increasing demands on the network whether you are working from a home environment or within a Council establishment.

10. Intelligens Consulting were contracted to provide external assurance of the business case. The scope of that assurance covered factors such as state aid compliance, procurement compliance and technical scope. They have previously provided similar services to neighbouring Councils who have been evaluating similar proposals or have recently completed new procurements.

11. The proposal will provide the following bandwidth increases to Council connected sites as detailed within the table below:

Table 11.1

Council Establishment	Current Bandwidth	Proposed Bandwidth	Increase
Primary Schools	100MB	1GB	x 10
High Schools	200MB	1GB	x 5
Family Centres	10MB	200MB	x 20
Barrhead HQ	1GB	2GB	x 2
Libraries and Sports Centres	20MB	200MB	x 10
Community Centres	20MB	200MB	x 10

12. These increased bandwidths are in line with the recommended speeds detailed within the external assurance report provided by Intelligens Consulting. This report was used to liaise with Capita SWAN to ensure we could achieve these upgrades without any additional revenue costs which we have managed to do and maintain a net zero revenue increase.

13. Internet connectivity across East Renfrewshire is generally perceived as a need and it is expected. A variety of sectors from Public, private, third party organisations, residents, students and visitors do not worry about how the internet is supplied to them, they just expect their devices to connect and work, wherever they go across the Authority. East Renfrewshire must be at the forefront to ensure we deliver a modern and sustainable full fibre infrastructure which meets the demands of our staff and customers.

14. This model to connect Council sites via the SWAN framework will deliver inward investment which will be used to provide the opportunity to connect local businesses and properties to a full fibre gigabit infrastructure and make East Renfrewshire not only a more attractive place to live, but also encourage businesses to look at the area as a viable and attractive location to setup, develop and grow. This model follows the same model and approach that Highland Council and Aberdeen City Council have taken, who are also SWAN members.

15. By partnering both Capita and CityFibre to implement this proposal it will deliver a full replacement of the Council WAN as described above. In addition, as an added benefit it will assist in the levering in/securing of a substantial proposed inward investment from CityFibre to the sum of circa £27M which will deliver Fibre to the Home (FTTH) capacity throughout the Authority covering up to 85% of all homes and businesses.

16. This would be a substantial achievement as the national average is around 50% coverage. The largest investment in Scotland so far being Stirling and Aberdeen which targeted around 75% coverage. At current levels this means that East Renfrewshire would move from being second bottom on the current full fibre availability charts to the top. The 85% coverage is inclusive of all areas throughout East Renfrewshire with the exception of Eaglesham and Uplawmoor which makes up the 15% shortfall.

17. Capita SWAN are leading a Scotland wide project with the Department of Culture, Media and Sport (DCMS) and Scottish Government to connect rural areas. DCMS have clarified that both Eaglesham and Uplawmoor are eligible for full fibre funding. Capita SWAN have confirmed they are including both Eaglesham and Uplawmoor within their national program and will obtain the funding required via this project, to ensure both locations will have full fibre. Capita anticipate that this project will commence in the autumn of 2021 and would ultimately provide East Renfrewshire with up to 100% fibre coverage, the first in the UK.

18. The key aims and objectives of this proposal are:
    a. Maximise the fibre coverage across the authority, providing a local full fibre network to council sites, homes and businesses with gigabit capable, open access, full fibre to the premise's connectivity.
    b. Improve connectivity throughout the public sector sites, utilising the Capita SWAN framework as a legitimate, commercially viable, value for money framework to deliver upon the Scottish Governments full fibre ambitions.
    c. Stimulate private sector investment, enabling extended improved fibre provision into businesses, residential areas and social housing.
    d. Enhance the foundations for a SmartER authority, enabling solutions and services across the authority to improve service and quality of life for residents, businesses and visitors.
    e. Implement an infrastructure fit for the future which will consist of ducting and fibre optic cables connecting public buildings, including schools. Promoting economic development opportunities across the region.
    f. The project will ensure all main town centres, rural villages and the most deprived areas will benefit from the fibre infrastructure and enable ERC to become a leader in the Scottish Government ambition for digital revolution across the country.

19. This proposal attracts a number of benefits. These can be summarised as follows:

    a. <u>Community Benefits:</u>

    Capita will work with ERC to create a specific community benefit programme to further drive social and digital inclusion across the authority. This will include:
      i. Education & Skills, providing work experience placement and programmes.
      ii. Local employability – investment in youth and employment.
      iii. Future network programmes – Smart Services, 5G and IoT (£150K of Capita funding has been approved as part of this proposal for such programmes for ERC to use for the duration of the contract);
      iv. CityFibre currently working with Young Enterprise Scotland within Rouken Glen as part of the wider Glasgow City programme.

    b. <u>Economic & Business benefits:</u>

      i. ERC becomes an attractive location for business start-up and growth;
      ii. Will stimulate economic activity in the area, contributing to the regeneration of town centres;
      iii. High percentage of residents and businesses now setup to work from home throughout ERC and this proposal will enhance the working experience from home;
      iv. 88% of all services consumed over the internet are cloud services, which require robust, resilient internet access which will be delivered by the full fibre investment.
      v. The full fibre implementation will act as the backbone on delivering future 5G benefits.

c. Funding Opportunities/Social Inclusion:

    i. DCMS full fibre voucher scheme available to the sum of £1M to deprived areas.
    ii. £150K of Capita innovation fund money has been approved for ERC to use on Internet of Things deployment during the duration of the contract.
    iii. Social tariffs are now being explored for those on universal credit by all the major internet providers.

20. To support the recommendation being made in this report a detailed options appraisal was undertaken. The options considered were:

No	Options considered	Comments
1	Do Nothing	Unviable option due to the increasing demands of connectivity throughout the Council. An upgrade to the current Council WAN must happen. (The inward investment from CityFibre could still happen at some point, however it would be likely that ERC would drop down the fibre roll out plan and not include anywhere near the 85% coverage which has been proposed based on this award)
2	Transformational Growth	Transform the network to create a gigabit digital network for the council, local businesses and residents of ERC, attracting FTTH investment from CityFibre. • 2.65M capital investment to provide the full fibre connectivity to all council sites, providing significant bandwidth increases throughout as detailed in table 1.1 above. • £320K per annum for remainder of the contract, continued revenue net zero increase.
3	Incremental Growth	Replace and upgrade the existing network • £1.2M capital investment for the council sites • £431K per annum (£111K additional revenue per annum) • This will not attract the level of inward investment of around £27M proposed by CityFibre based on Option2.

21. The options appraisal proved that Option 2 would be the preferred option to pursue.

There are a number of reasons why opting for a transformational growth implementation is the most viable over the others, notably:

- It will provide greater bandwidths to all council sites without any revenue increase.
- It will generate an inward investment of circa £27M to fund fibre to the home and businesses throughout the authority. The Cabinet should note that even without this private investment, this would still be the most suitable option to pursue based on the bandwidth increases to all council sites.
- It will provide a fit for the future fibre infrastructure throughout the authority area, resolving the ongoing network performance challenges the Council currently faces. As opposed to Option 3 which would only repair the problems in the short to medium term.
- It will establish East Renfrewshire as a gigabit authority, aligning with the national fibre ambitions.
- It will ensure best value when re-tendering at the end of the contract as the fibre will have been implemented and make it a smoother transition to a potential new service provider.
- It will provide the council with the greater return in investment due to the most up to date equipment being included and also the sustainability and longevity of the fibre in the ground.

22. An Executive Summary is attached as Appendix 1, providing high level detail on the proposal.

FINANCE AND EFFICIENCY

23. The total capital cost of implementing Option 2 is £2.65M which can be paid in staged Key Milestone payments over 2 years, the consequent annual revenue cost would be £320K which is the same as our current recurring revenue costs to the end of the contract, so no increase in revenue for the enhanced service.

24. It should be noted that Capita have also approved £150K of innovation funding ringfenced for the Council's use throughout the duration of this contract to be used for innovative schemes such as the Internet of Things deployments. This is separate to innovation funding already secured through the Capita SWAN contract.

25. Cabinet is asked to note that the capital costs associated with this proposal have already been approved and therefore approval is sought to proceed to project creation and order placement.

CONSULTATION

26. Procurement and Legal Services were consulted on the proposal, the proposed route to market and contract position.

27. The Environment department have co-collaborators on the proposal throughout, who have welcomed the economic, community and social benefits the proposal will deliver.

28. Further, the business case has been externally verified by Intelligence Consulting as a compliant route with regards State Aid considerations, procurement and technical scope.

PARTNERSHIP WORKING

29. This project will be governed by a project board made up of members of the Environment department, ICT and Procurement. Two main workstreams will be formed within the board firstly the implementation whereby there will be a requirement for wayleaves to be approved for access to council owned homes and the civil works related to roads. Another workstream will be led by ICT for the installation and termination of the fibre throughout the Councils sites.

IMPLICATIONS OF THE PROPOSALS

30. There is no staffing, property, legal, State Aid, equalities or sustainability implications of this proposal.

CONCLUSIONS

31. This digital connectivity transformation throughout the Authority is an exciting programme of change both for the Council, its staff and residents of ERC. This is a significant opportunity for the Council, which will bring some sustainable longer-term benefits of East Renfrewshire staff, residents and businesses.

RECOMMENDATIONS

32. It is recommended that the Cabinet

- Note that on the 15th March 2021 Council approved an investment of £2.7m in the Council's wide area network which will improve internet connection speeds across the council's estate

- Note that further work has been undertaken to build the details of the business case including an independent assessment of the case.

- Approve the use of the Scottish Government Capita SWAN framework to procure the additional bandwidth through which Capita will work in partnership with City Fibre to provide a "Full fibre network"

- Note that CityFibre intend to invest up to £27M in a full fibre network for residents and businesses on the back of the ERC investment in the Council network

- Note that the City Fibre investment could give 85% of homes and businesses access to a full fibre network with Barrhead and Neilston included in the plans.

- Note that further discussions are ongoing with Capita to move towards 100% coverage across the East Renfrewshire area

Head of Digital and Community Safety Corporate & Community Services

Further information can be obtained from Murray Husband Head of Digital and Community Safety Corporate & Community Services 0141 577 3452
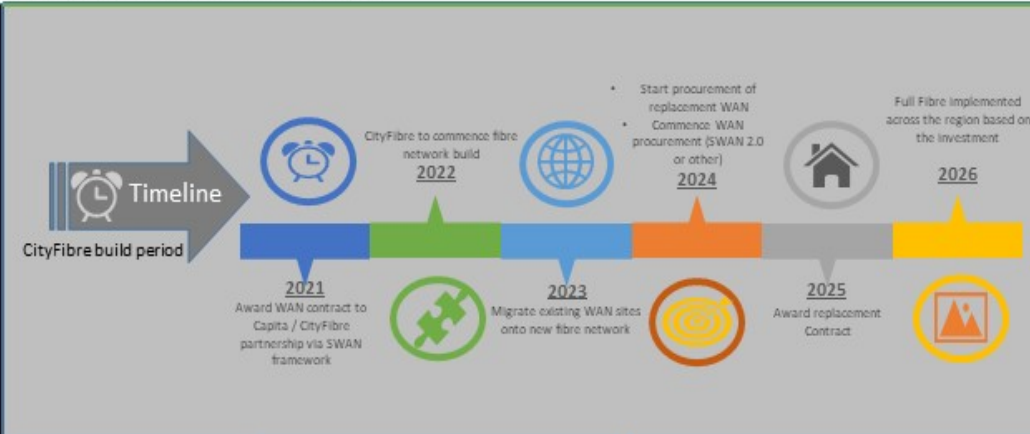
May 2021

Appendix 1

Section: EXECUTIVE SUMMARY

ERC Vision for the future

Our vision is to be a modern, ambitious council creating a fairer future for all and our ultimate aim is to make peoples lives better.

Full fibre Project Mission SmartER

We will ensure all main town centres, rural villages and our most deprived areas will benefit from additional fibre infrastructure and enable ERC to become a leader in the Scottish Government ambition for digital revolution across the county to drive an ambitious digital communications agenda resulting in connecting homes and businesses to broadband and mobile.

Timeline

CityFibre build period

- **2021** Award WAN contract to Capita / CityFibre partnership via SWAN framework
- **2022** CityFibre to commence fibre network build
- **2023** Migrate existing WAN sites onto new fibre network
- **2024** Start procurement of replacement WAN • Commence WAN procurement (SWAN 2.0 or other)
- **2025** Award replacement Contract
- **2026** Full Fibre implemented across the region based on the investment

Drivers

- Current WAN utilising old technology and needs replaced.
- Overall network performance particularly within the Education is unable to meet increased demands.
- Major Economic, business and social economic benefits including future digital at home health care and digital learning.
- Covid-19 has increased the need to ensure a future proofed, stable infrastructure is required moving forward for a growing flexible workforce. The need for Fibre to the home as a 4th utility is more important now than ever and is required to ensure both residents and council workers are enabled for the new normal.
- Enable the Councils Digital ambition and align with government policy.
- To act as leverage for the CityFibre investment of £27M by procuring ICT managed network services from Capita using the SWAN framework. (anchor tenancy model)
- Future proofing – platform for 5G

Financials

IoT Investment:
Capita approved £150K of innovation funding to ERC for ongoing IoT development and roll out as part of this award.

Current Contract Costs

- £320k per annum. (inclusive of Swan shared service charge)
- Cost reactively increases when upgrading capacity to cope with demand.
- Current contract expires with SWAN on 31 March 2023, with the framework continuing to 2026 to consume services.

Project costs

CAPITAL
- 2 x capital payments of £1,308,222 for installation.
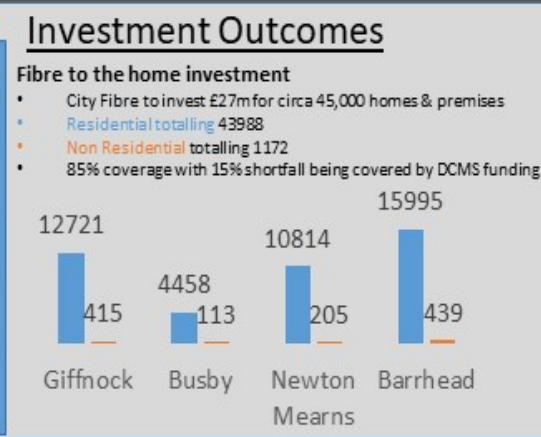- Project management costs of £40,000 on completion of KM3.

REVENUE (Net Zero increase)
- 2022 - £320,000
- 2023 - £320,000
- 2024 - £320,000
- 2025 - £320,000
- 2026 - £320,000

Bandwidth Increases:

	From	To
Prim Sch	100 MB	1GB
High Sch	200 MB	1GB
Lib & Sport	20 MB	200 MB
Barr HQ	1GB	2GB

All other PSN sites doubling bandwidth as a minimum. HQ sites will remain at 1GB except Barrhead 2GB.

Investment Outcomes

Fibre to the home investment
- City Fibre to invest £27m for circa 45,000 homes & premises
- Residential totalling 43988
- Non Residential totalling 1172
- 85% coverage with 15% shortfall being covered by DCMS funding.

Location	Value	
Giffnock	12721	415
Busby	4458	113
Newton Mearns	10814	205
Barrhead	15995	439

Elsewhere

- ABERDEEN – Full fibre contract with Capita and partnered City Fibre £48M commitment to connect 80,000 homes and regenerate towns.
- HIGHLAND – Full fibre contract with Capita and partnered City Fibre. £20m inward investment to date and moved from being out with top 100 to within top 10 fibre locations in the UK.
- EDINBURGH – Partnered City Fibre via CGI. 15M invested with a further £100M investment in the pipeline.
- STIRLING – Partnered City Fibre with £12M investment, project almost complete.
- GLASGOW – Partnered City Fibre and connected all Education establishments to a full fibre circuit and invested £30M.
- RENFREWSHIRE – Work started with City Fibre to replace their WAN, CCTV, Roads networks and Internet. Inward investment circa £45M.

Options:

- (1) Do Nothing (CityFibre may invest into the Authority at some point, however, may or may not include all areas of the authority).
- (2) Transform the network to create a gigabit digital network for the council, local businesses and residents of ERC (Transformational Growth) Attracting FTTH funding from City Fibre.
  - £2.7M capital investment to provide full fibre connectivity FTTP directly into all PSN sites.
  - £320k per annum for remainder of contract, Continued revenue net zero.
- (3) Replace and upgrade existing network (Incremental Change)
  - £1.2M capital investment for some PSN sites
  - £431k per annum. (ie £111,000 additional revenue per annum)
  - This will not attract full cityfibre FTTH inward investment of £27M.

- **Preferred Option – Option 2** – This will provide ERC with the most sustainable and best value option to deliver a digital connectivity transformation of the authority.

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AGENDA ITEM No. 9

GLASGOW CITY REGION CITY DEAL UPDATE

PURPOSE OF REPORT

1.   The purpose of this report is to update the Cabinet in relation to progress with the Glasgow City Region City Deal projects in East Renfrewshire. The report also makes proposals for revising the programme in terms of scope, cost and timescale given that all city deal projects have to be delivered by 2025 in terms of the current funding arrangements. Glasgow City Region Project Management Office have asked City Region Member Authorities (MA's) to revise their programmes taking into account deliverability and the effects of the Covid-19 pandemic on costs and timescales.

RECOMMENDATIONS

2.   It is recommended that the Cabinet:

    a)   notes the progress made on the development and implementation of East Renfrewshire's £44 million City Deal programme;

    b)   approves the revised projects and budgets to be delivered within the remaining resources available; and

    c)   notes that the revised projects and budgets will now be submitted to the Glasgow City Region Project Management Office for approval through the appropriate City Region governance channels.

BACKGROUND

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

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

5.   In terms of the City Deal investment, a programme of ambitious projects was approved (entitled the M77 Strategic Corridor Programme) by the Council in 2015 to stimulate economic growth, improve transport links, increase leisure opportunities, support business development, unlock residential land and generate economic benefits measured as additional Gross Value Added (GVA) and employment.

6.   These projects were developed in accordance with a set of criteria applied to City Deal schemes which aimed to create economic growth at the City region and the UK level.

7.   The projects were scrutinised by the UK and Scottish Governments to ensure that economic growth would be achieved.

8.   **M77 Strategic Corridor Programme: key objectives**

- The original key objectives for the M77 Strategic Corridor Programme were to:

  o   Deliver improvements to the road transport network that will enhance accessibility and connectivity within the region and beyond to major centres of commercial opportunity, and open up sites for development
  o   Deliver new infrastructure and services/facilities to help develop Dams to Darnley Country Park as a popular visitor destination
  o   Enhance the public transport network and promote active travel
  o   Support an entrepreneurial culture within East Renfrewshire
  o   Support the ongoing regeneration of Barrhead

- The economic and social opportunities that the M77 Strategic Corridor Programme was seeking to achieve were:

  o   Meeting demand for new housing and growing the resident population base
  o   Supporting regeneration in deprived communities
  o   Stimulating enterprise and innovation to deliver sustainable inclusive growth

- The programme comprised three Strategic Investment Zones supported by individual projects. These are;

  o   Strategic Investment Zone 1**:** M77 Junction 5 to Barrhead comprising Balgraystone Road upgrading, Leven Valley Link Road and Aurs Road upgrading.
  o   Strategic Investment Zone 2**:** M77 to Country Park and Barrhead comprising a proposed new Barrhead South Rail Station, Dams to Darnley Country Park Visitor Centre, regeneration of Levern Works (new industrial units and land preparation) and enhancing Barrhead Foundry Links.
  o   Strategic Investment Zone 3**:** M77 Junction 4 comprising Greenlaw Business Centre

9.   In terms of current City Deal funding arrangements all projects approved have to be delivered by 2025.

10.   Covid has caused delays to projects by several Glasgow City Region member authorities. Given the need to deliver projects by 2025 several Councils are reconsidering the scope, timescales and costs of their projects.

11.   In this respect the City Deal Programme Management Office (PMO) have asked all Glasgow City Region Member Authorities to review their programmes/projects and be objective about what they can actually deliver within the remaining timeframe for the current city deal. They have also advised that they have informed the Scottish Government that they should expect changes to the programmes/projects within the City Deal Programme.

12.   This report provides a progress update on the City Deal programme to date and makes proposals to revise the project list required to maximise benefits and meet City Deal delivery timescales of up to 2025.

REPORT

13.   **Completed projects**

Levern Works Regeneration

- Prepared vacant land in Barrhead for business growth and commercial investment.

- Completed in 2016 this was jointly funded by City Deal funding and Scottish Government Regeneration Capital Grant Fund. The project comprised two elements:

- Crossmill Business Park - The development of ten 72sqm commercial units in Barrhead in 2016. The project is complete and units are now fully let enabling a number of small businesses to grow.

- Former Nestle factory site at Glasgow Rd - Preparation of part of the site for private sector investment. This is complete.

The Cabinet in January 2017 approved the Council entering into an agreement for the development of a significant portion of the site with developer London & Scottish Ltd. A planning application was granted in June 2020 to construct a major retail discount park on 7.63 acres of the site. The plans indicate the site could include several discount retailers, a drive thru café, a restaurant/pub and a number of smaller retail units. The Council will retain a four acre plot for further development. It is expected that this project will boost economic growth and provide substantial local job opportunities particularly in the Dunterlie/Crossmill area. Discussions are ongoing with London and Scottish Ltd regarding the development of the site.

Greenlaw Business Centre/The Greenlaw Works/The Foundry

- Provided quality office space in Newton Mearns to boost business growth (along with some modifications to the Foundry in Barrhead).

- The building projects at Greenlaw and the Foundry are complete.

- Extending to over 20,000 sq.ft, the Greenlaw facility will enable the Council to increase its support for small businesses by meeting a growing demand for quality office space in the area. It has a range of office suites, a high quality internal and external environment and is located in Newton Mearns adjacent to Junction 4 of the M77. The business centre creates the final element of the existing retail and commercial centre in the Greenlaw area providing employment opportunities.

- The facility was due to open in spring 2020 but is temporarily closed due to Covid-19 restrictions. The adjacent car park associated with the building is currently being used as a Covid Testing Unit by the NHS.

- Interest continues to be expressed by the business community covering a wide range of business activities.

- Once the relevant Covid restrictions are eased and further consideration given to future NHS requirements regarding Covid testing centres (and any potential impact on the future use of the car park) the marketing and letting of the building will recommence.

Balgraystone Road Improvement

- Accelerated residential development in Barrhead and improved accessibility to the Country Park and planned rail station.

- The project is complete. The road opened in October 2020. This project was the subject of a full report to the Cabinet in February 2021. The following added value outcomes have been achieved.

  o New residential development opportunities have been opened up to support the regeneration of Barrhead the first phase of which includes a development of around 40 council homes.
  o Access and utility services to the new housing developments have been enabled.
  o Better access to Dams to Darnley Country Park and the proposed new rail station has been created further enabling a future rail and bus interchange.
  o Along with planned improvements to Aurs Road this project will support the wider long term economic objective of delivering a new sustainable community in Barrhead South of up to 1050 new homes within the next decade.

14. **Capital resources/projects not yet committed**

   - The original capital programme provision along with changes made since 2016/17 with regard to revised estimated project totals is attached for reference (Appendix 1).

   - The current remaining unspent and not yet committed capital provision as reflected within the Council's General Fund Capital Programme approved by the Council in March 2021 is as follows;

Project	Remaining Capital Provision £
Barrhead South Access (Train Station)	8,786,000
Country Park Visitor Centre & Infrastructure	4,536,000
Levern Valley Accessibility Project (this comprises the Aurs Rd & Link Rd combined)	18,524,000
Total	31,846,000

15. **Proposed project revisions**

   - The Strategic Business Case for the M77 Strategic Corridor Programme was prepared over five years ago.

   - The original estimates were provided in a relatively short timescale several years ago. Since then the projects have been worked up and the scope amended where appropriate to reflect changing circumstances including the interrelationship between projects, the opportunity to provide added value

wherever possible and to account for construction contract inflation. Construction inflation alone from 2015/16 to 2020/21 is 21.48%.

- Other issues which have impacted to date include extensive consultation and negotiation being required in relation to dependencies upon statutory bodies (Transport Scotland and Scottish Water) on the train station, Aurs road and the visitor centre projects. In addition extensive consultation has been required with Sustrans on potential grant funding for a considerably enhanced Aurs Road project. These matters and the impacts of Covid-19 has resulted in changing scopes, longer timelines and therefore increased costs.

- The projects now need to be reviewed/redefined including the appropriate budgetary provision attached to them.

- In view of all these matters consideration has been given to the options now available to the Council focused around trying to ensure that the M77 Strategic Corridor Programme can deliver all the originally envisaged benefits of the Programme by 2025.

- Inflation for the following two years is predicted to be around 2.5% per annum therefore around 5% in total and has been reflected in the costs outlined below. However, the ongoing impact of coronavirus on the construction industry may affect the future predictions adversely.

16. New Rail Station at Barrhead South

- Improving access to jobs, services and communities.

- A proposed new purpose built rail station and bus interchange at Barrhead South (on the Glasgow to Neilston line) will provide improved access to jobs and services for the existing community of Auchenback and the new residents from the surrounding planned housing developments some of which are already under construction. The station will offer excellent commuter links and provide a direct public transport link to the country park.

- Considerable work has been undertaken to move this project forward. In particular this has involved preparing and submitting a revised Scottish Transport Appraisal Guidance (STAG), working with Transport Scotland, SPT and Network Rail. Approval of the STAG lies with Transport Scotland and is required prior to moving into the Governance for Rail Investment Projects (GRIP) stages. The project is now in the second stage of the STAG process which should be complete in the next six months. This project has been delayed because Transport Scotland were not able to respond to our STAG1 submission as all of their available staff were working on issues relating to the pandemic. This has put pressure on the programme and the budget. Now that Transport Scotland are more able to engage steady progress should be made with a proposed start on site late 2023 with completion in 2025.

- The revised cost of delivering the new station is currently estimated at £18 million as opposed to the remaining provision of £8.786 million within the Council's General Fund Capital Programme. This cost is based upon a construction start in 2023.

- The costs for the station have increased for several reasons. Following the original estimated budget (2015) there have been necessary changes to the scope of the project. These include;

  o Improved accessibility legal requirements now necessitate the need for lifts and an overhead bridge to ensure that the station is Disability Discrimination Act compliant. This was not part of the original scope.
  o Constraints to the contractor's working methods as Scottish Water's Amlaird pipeline is located on the periphery of the site now identified as the most suitable location for the new station this was not identified when the original costs were prepared.
  o Ground condition issues have changed with spoil from surrounding works having been put on the site requiring the levels to be reduced significantly and the need for a more onerous surface water removal system (SUDS).
  o Recent similar projects for Network Rail have had to include for works to overhead lines and signalling and no allowance was made for these works when the original budget was set.
  o The original budget estimated budget was set with a construction contract start date of August 2018. However, due to Transport Scotland's approval of the STAG report, the revised start date for construction of the station is now October 2023. The BCIS shows an anticipated increase in tender prices for inflation of 20% from 2018 to 2023.

- Since the inception of the City Deal Programme a new rail station at Robroyston has been built on the Queen St station to Cumbernauld line. This was completed in 2019 at a cost of £14M.

- This revised budget of £18M for the new rail station at Barrhead South has been benchmarked against Robroyston Station.

- It is proposed therefore that provision of £18 million from the remaining City Deal resources be made for this scheme.

17. <u>Country Park Visitor Facilities</u>

- Creating visitor facilities sympathetic to the surroundings at Dams to Darnley Country Park.

- The Covid pandemic has seen a huge increase in the numbers of people visiting the country park and changes in the way that they use it.

- In view of this the previous design concept around mainly a major visitor centre is currently under review.

- Proposed enhancements now under consideration (and directly linked to the boardwalk section of Balgray Reservoir and the wider realignment of Aurs road project) are now focusing on dispersing facilities/attractions across the entire country Park area and potentially could include;

  o Smaller visitor facility than originally envisaged but with high quality cafe/ restaurant and outdoor covered area – proposed location under review
  o An indoor/outdoor climbing facility
  o Toilets at strategic locations
  o Improved parking dispersed across various locations

- o Family picnic/barbecue areas at various locations.
- o Good quality play areas
- o informal playspace
- o Flexible events spaces.
- o Improved footway connectivity within the whole Park
- o Links to the wider cycle network
- o Mountain bike hire
- o Mini skate park
- o Attenuation ponds providing visual attractions
- o Sustainable drainage and reedbeds
- o Three dimensional visually attractive landscaping
- o Activity zones
- o Open spaces
- o Parkland areas
- o Wildflower meadows
- o Community orchard
- o Boules court
- o Sheltered treeplanting belts
- o Illuminated features
- o Increased flora and fauna areas
- o watersports (non-motorised)

- It is planned for work to commence in 2023 following the completion of the Aurs Road project which is required to enable the visitor facilities project.

- Funded separately from developer contributions, a wake boarding facility (highly popular water sport which uses an overhead cable to pull participants across the water) is proposed to be co-located with the visitor facilities.

- The tender for the appointment of the design team will be prepared and issued in 2021. Once appointed the scheme design will be developed and an Outline Business Case developed.

- The latest feasibility work on the Country Park Visitor Facilities suggests that the Council's ambitions along with the economic and other benefits of the project could be met for less than the existing funding allocation.

- The revised estimated cost of the scheme based upon a start date of 2023 is now £2.5 million as opposed to the current provision shown in Appendix 1.

- It is proposed therefore that provision of £2.5 million from the remaining City Deal resources be made for this scheme.

18. <u>Aurs Road Improvement</u>

- Improving local connections between Newton Mearns and Barrhead and enabling visitor facilities at the Country Park.

- The original scheme considered simply straightening large sections of the Aurs road and strengthening the weak bridge. However, as the scheme has been developed and with extensive consultation with and input from Sustrans a much improved and transformational scheme has been prepared.

- The enhanced scheme now integrates closely with the proposed visitor facilities and the Balgraystone road upgrade, covers a wider physical area and will provide additional benefits in terms of active travel links into the surrounding communities.

- Specifically, it is now proposed that Aurs Road will be improved in various ways all the way between the Springfield Road and Stewarton Road junctions. Enhancements include two sections of realignment, the creation of a roundabout, the replacement of the weak road bridge, the addition of a boardwalk along the eastern edge of Balgray reservoir and the reallocation of road space to accommodate cyclists and walkers. This will:

  o Form a safer, more direct local route between Newton Mearns and Barrhead with improved connections for walking and cycling
  o Enable a bus route between the communities by replacing the weak bridge and realigning the road
  o Help create/open up a new site for developing visitor facilities at Dams to Darnley Country Park (constructing the visitor facilities is a separate project) to create inward investment and new jobs.
  o Enable a continuous 4km walking and cycling circuit around Balgray reservoir through the addition of a boardwalk (which provides the missing link) that will connect to existing paths and create a vibrant and attractive environment for people to use for leisure and exercise.

- An artist's impression of the scheme is attached which shows the scale of ambition (Appendix 2).

- Scottish Water currently own and operate the reservoirs in this area and so this project has various risks and interdependencies.

- Work is ongoing with Scottish Water on Heads of Terms to agree the detail of requirements for both culvert works and the main Aurs road project. There are many complexities in agreeing the Heads of Terms but both parties are committed to reaching agreement. Progress has been slowed due to Covid-19 issues affecting the various organisations involved. Land acquisitions with several local landowners are currently being progressed and negotiations are going well.

- Detailed design of the project is complete and work has started on preparing the planning application and the tender documents. Once the Heads of Terms are agreed with Scottish Water and the land acquisitions are agreed a planning application will be submitted.

- The cost of the enhanced scheme as proposed is currently estimated at £17 million.

- The city deal project team are working closely with Sustrans to try and secure/lever in £4.6 million of potential grant funding from Sustrans to deliver the enhanced scheme.

- In addition it is proposed to contribute around £1 million from developer contributions towards this project.

- This means that if the additional funding from Sustrans is secured and £1 million allocated from developer contributions the net remaining cost to deliver the scheme would be £11.4 million. This is based upon a start date of spring 2022.

- However, should Sustrans funding not become available a further report will be submitted to the Cabinet outlining the options for the Council which in those circumstances would be to provide additional resources to provide the enhanced scheme or scale back the scheme to an affordable level within existing resources.

- It is proposed therefore that provision of £11.4 million be made from the remaining City Deal capital resources for this scheme.

19. <u>Levern Valley Link /Newton Mearns to Barrhead new road connection</u>

- There is no start/completion date for this project. This has always been the least developed project in relation to the original programme.

- The aspiration for this project was to identify a new route to connect Newton Mearns and Barrhead creating easier access to the M77 with the potential to open up future development and investment opportunities.

- Initial feasibility work identified several options for the project ranging from longer links connecting M77 Junction 5 to the south end of the Balgraystone Road upgrade project to shorter links only providing access to new development sites around M77 Junction 5.

- However, as part of the feasibility work the possibility of a potential future more strategic major link road south of East Renfrewshire and into Renfrewshire connecting near Glasgow airport/Linwood also emerged as a credible alternative. This requires further discussion with Renfrewshire Council which will take time.

- In addition there are potential links regarding this project and an emerging Glasgow Metro proposal which could involve trams running from Glasgow out to Newton Mearns and Neilston. This proposal is being taken forward at the Glasgow City Region level through the City Region Cabinet.

- Having considered these issues it has been concluded that this project in any local form should be deferred to some future date so that full and proper consideration can be given to a more strategic road link into Renfrewshire alongside the potential Glasgow Metro. These schemes could perhaps be funded from alternative sources in the future such as a second phase of City Deal or alternative currently emerging potential infrastructure funding from the UK and/or Scottish Governments.

- A more strategic route is likely to enhance the potential benefits in the longer term but will take time to develop and could not be delivered within the existing City Deal delivery timetable.

- It should also be noted that some of the earlier perceived underlying need for the Levern Valley Link road will be met through the investment in the other key City Deal projects such as the enhanced Balgraystone Road, the upgrading of

Aurs Road and the Barrhead railway station. All of those schemes will help connect towns and villages within East Renfrewshire and will open up economic development and employment opportunities.

- It is proposed that feasibility work including collaboration with neighbouring local authorities will continue to consider options for a new more strategic road link running west from M77 Junction 5 as part of the preparation of Local Development Plan 3.

- It is proposed therefore for the reasons explained that none of the remaining City Deal resources be allocated to the delivery of this project.

- A further report regarding this potential project will be brought back to the Council at some time in the future.

20. Proposed Revision to the Programme

- The table below provides a revised proposed City Deal funding allocation for the remaining projects.

Project	Current Uncommitted City Deal Capital Resources Available	Revised Cost	Difference
Barrhead South Access (railway station)	£ 8,786,000	£ 18,000,000	-£ + 9,214,000
Country Park Visitor Centre & Infrastructure	£ 4,536,000	£ 2,500,000	£ 2,036,000
Levern Valley Accessibility Project (Aurs Rd only)	£ 18,524,000	£ 17,000,000	£ 1,524,000
Total	£ 31,846,000	£ 37,500,000	-£ + 5,654,000

- Clearly, the proposed revised costs exceed the existing capital provision by £5.654 million.

- However, as previously explained developer contributions of around £1 million and also significant anticipated additional grant funding of £4.60 million from Sustrans is expected to support the enhanced ambitions of the Aurs Road project. Added together this would provide an additional £5.6 million which would cover the estimated shortfall. As stated a revised reduced scheme is being considered as a fallback position should this funding from Sustrans for any reason not materialise.

21. Updated Programme Benefits

- Benefits from City Deal projects are calculated under the economic measure Gross Value Added (GVA).

- In making changes to East Renfrewshire's City Deal programme it is important to demonstrate that any change of scope/reallocation of funding does not have

an adverse effect on the total net GVA impacts delivered by the overall Programme at the City Region level.

- Based on an appraisal by Ekos (economic consultants) to support the Strategic Business Case (SBC) in 2018, the three projects that comprise Barrhead South (Barrhead South Station, Aurs Road and Balgraystone Road) and the Levern Valley Link Road were estimated at that time to generate a net Gross Added Value (GVA) of £76m over 25 years.

- An updated appraisal was commissioned in 2021. The appraisal shows;

  o that the three projects (Barrhead South Station, Aurs Road and Balgraystone Road) **excluding the link road** are estimated to generate £110.8m net GVA at the city-region level over 25 years.
  o This represents an **uplift of £34.8m (+45.8%)** from the 2018 Strategic Business Case appraisal.
  o This is a conservative estimate for those projects two of which (Aurs road and Barrhead South Station) are still being developed and may provide even further GVA benefits.
  o Prioritising these three projects is therefore expected to substantially increase the GVA and the return on public sector investment.

- By concentrating on and maximising the outcomes of the Barrhead South projects and removing the Levern Valley Link project the Council would be generating far better results than first anticipated.

- Postponing delivery of the Level Valley Link Road is estimated to have a minimal impact in terms of the net additional activity and impacts that will be delivered through the proposed revised programme.

FINANCE AND EFFICIENCY

22.   Costs associated with the feasibility and construction work of the revised projects will be met from the existing Council's Capital Plan City Deal resources, Sustrans grant and developer contributions. This report is not requesting any additional funding.

CONSULTATION AND PARTNERSHIP WORKING

23.   There has been ongoing consultation and partnership working with Scottish Water, Transport Scotland and Sustrans. Consultation will be required with the Glasgow City Region City Deal Programme Management Office with regard to the proposed revisions outlined in this report.

IMPLICATIONS OF THE PROPOSALS

24.   There are no IT, staffing, financial or equalities implications at this point in time.

CONCLUSION

25.   East Renfrewshire's £44 million City Deal programme is a clear example of long-term planning by the Council to stimulate sustainable inclusive economic growth.

26.   Significant economic benefits have already been achieved with four complex projects now complete.

27.   The review of the M77 Strategic Corridor Programme has shown that the delivery of the originally envisaged objectives and benefits (GVA) can be enhanced within the original overall budget of £44 million through the reallocation of remaining funding to support those projects with the greatest impact.

28.   In particular the revised proposed programme continues to improve transport links, increase leisure opportunities, support business development, create jobs and unlock residential land.

29.   Feasibility work on a strategic link road will continue to enable a future project to be realised should further funding become available.

RECOMMENDATIONS

30.   It is recommended that the Cabinet:

a)   notes the progress made on the development and implementation of East Renfrewshire's £44 million City Deal programme;

b)   approves the revised projects and budgets to be delivered within the remaining resources available; and

c)   notes that the revised projects and budgets will now be submitted to the Glasgow City Region Project Management Office for approval through the appropriate City Region governance channels.

Director of Environment

Further information can be obtained from: Andrew Cahill Director of Environment on 0141 577 3036 or Andrew.Cahill@eastrenfrewshire.gov.uk

Convener contact details

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

May 2021

	NEW LINK ROAD	LEVERN WORKS	NEW RAIL STATION (INCLUDING BALGRAYSTONE RD IMPROVEMENT	COUNTRY PARK INFRASTRUCTURE & VISITOR CENTRE	FOUNDRY & GREENLAW BUSINESS CENTRE	TOTAL	
Original Budget	21,826	920	11,500	5,612	4,142	44,000	
2016/17	21,189	912	11,500	4,836	5,603	44,040	
2017/18	21,190	912	11,554	4,836	5,603	44,095	
2018/19	20,180	912	12,564	4,836	5,603	44,095	Oct-18 cabinet
2019/20	20,505	912	12,564	4,836	5,722	44,539	Dec-19 council
2020/21	20,707	912	12,564	4,836	5,722	44,741	Nov-20 cabinet
2021/22	20,707	912	13,134	4,836	5,722	45,311	Mar-21 cabinet

additional funding

		NEW LINK ROAD		NEW RAIL STATION		FOUNDRY & GREENLAW	TOTAL
2018/19	DCs					120	120
	Sustrans			55			55
2019/20	Sustrans	480		35			515
2020/21	DCs			470			470
	HRA			100			100
							1,260

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1000   2000   3000   2775   6150

1000 2000 3000 6103 4747

150

8210

3014   500   2000   3000   2529   6127

1480

18762

4210   499   2000   3000   5062   5979

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EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Director of Environment

ADOPTION OF GLASGOW CITY REGION CLIMATE ADAPTATION STRATEGY AND ACTION PLAN

PURPOSE OF REPORT

1.   The purpose of this report is to inform the Cabinet of the likely forthcoming adoption of the Glasgow City Region's Climate Change Adaptation Strategy and Action Plan by the Glasgow City Region Cabinet (subject to individual city region member authority approval) and indicate East Renfrewshire Councils early support. The report also provides an overview on how East Renfrewshire Council can play its part in its implementation throughout 2021/22.

RECOMMENDATIONS

2.   It is recommended that the Cabinet

    a)   Indicate early approval of and support for the proposed Glasgow City Region Adaptation Strategy and Action Plan;

    b)   Note that there will be a formal launch for the Adaptation Strategy and Action Plan on 29th June 2021, coordinated by Climate Ready Clyde, which will be supported by East Renfrewshire Council at a local level; and
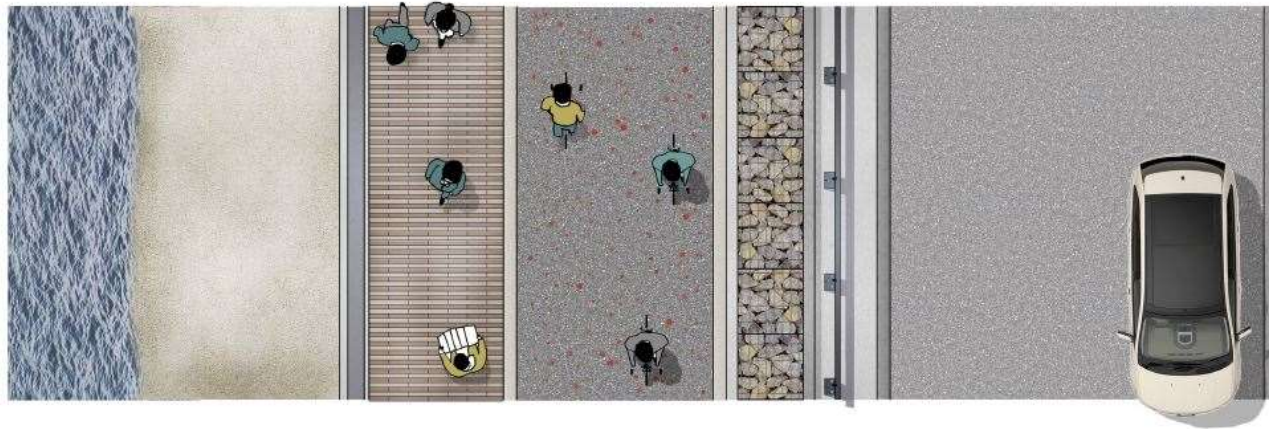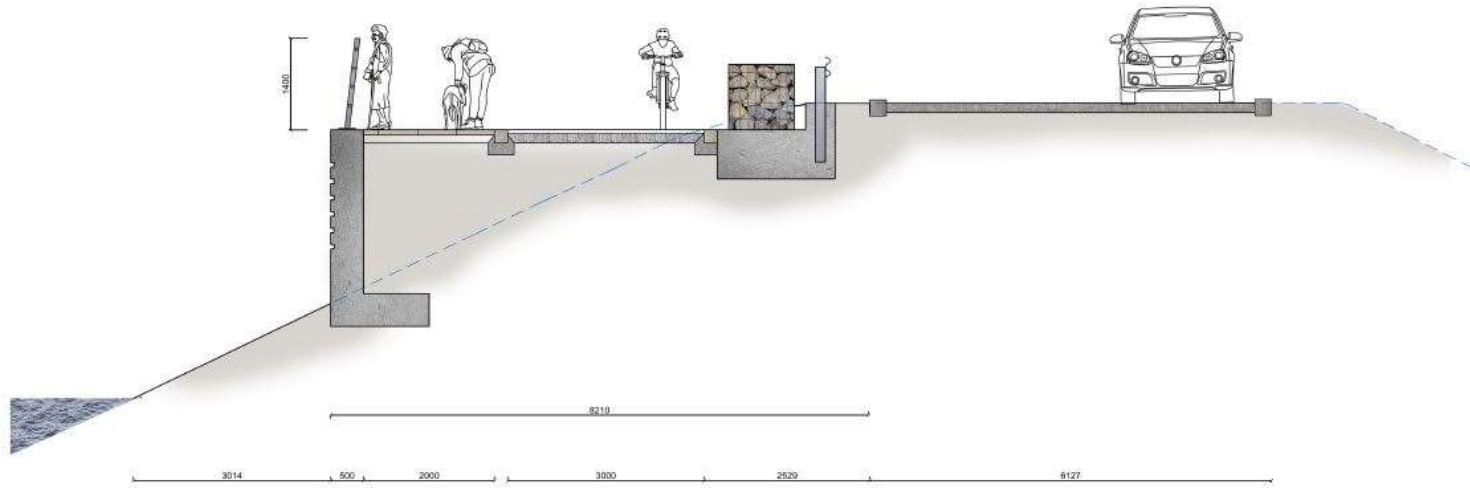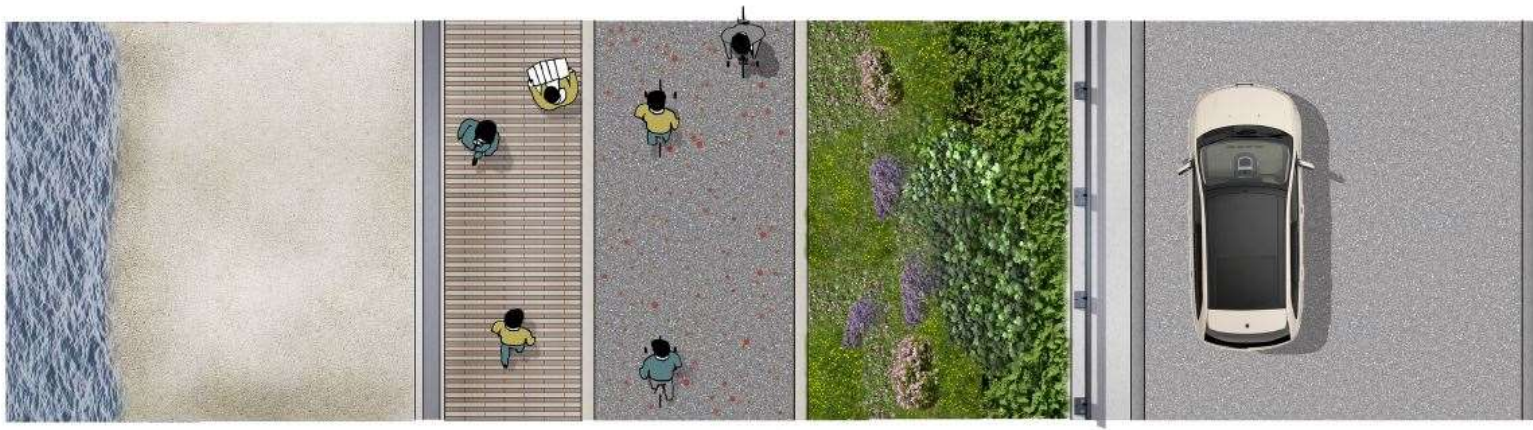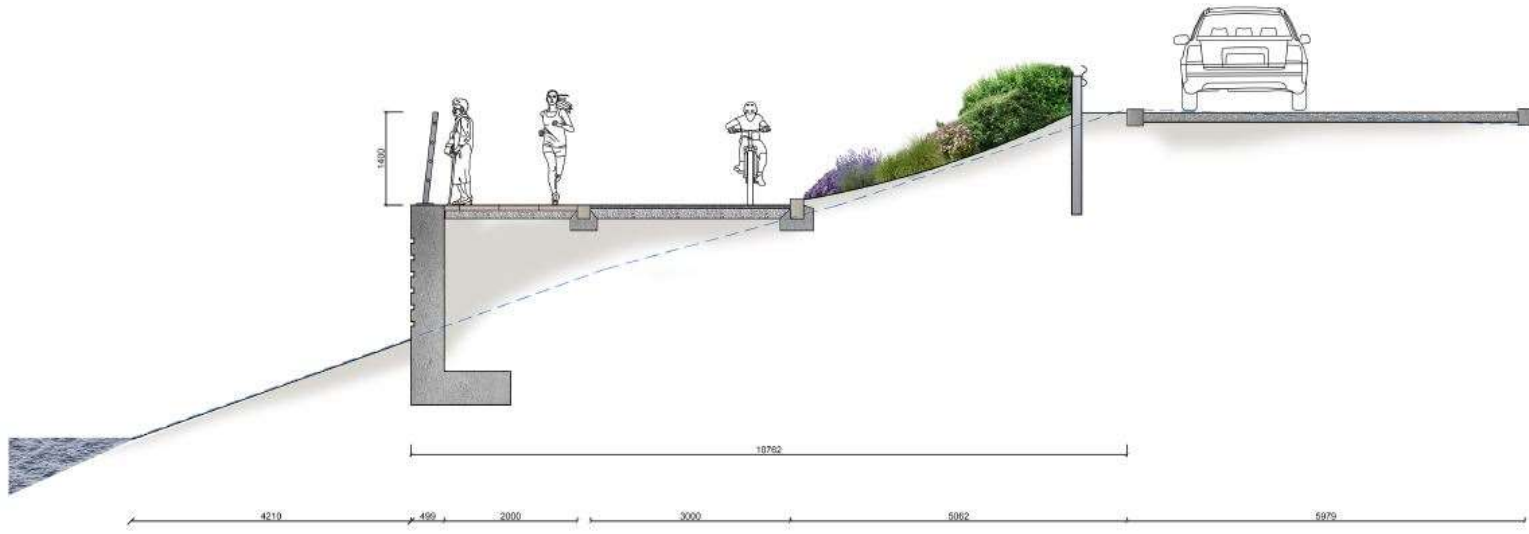
    c)   Note that the delivery of the Strategy and Action Plan necessarily implies a greater allocation of resources to planning, financing and implementation in the years ahead, as well as additional policy and regulation.

BACKGROUND

3.   Climate Ready Clyde is a cross-sector initiative funded by the Scottish Government and 15 organisations, including East Renfrewshire Council, to create a shared vision, strategy and action plan to prepare the Glasgow City Region for the inevitable impact of the changing climate. It was formed in 2018 and is managed by the sustainability charity, Sniffer.

4.   Building resilience to the impacts of climate change is a key priority as the City Region, including East Renfrewshire, seeks a post-Covid, 'green recovery'. Whilst 'net-zero' is also an urgent priority, some climate impacts are already locked in due to the accumulation of greenhouse gases in the atmosphere and therefore impacts and costs will increase in the years ahead. Frequent and extreme weather events are already impacting the Glasgow City Region.

5.   East Renfrewshire Council is an active participant in Climate Ready Clyde, having a seat on the Board, Executive Sub-group and contributing through the Strategy and Action Planning and Impact, Influence and Engagement sub-groups.

6.   The Adaptation Strategy has been developed in partnership over the past 3 years. Drawing on expertise and under-pinned by evidence, the first regional draft Adaptation Strategy and Action Plan for the City Region was issued for consultation for 6 weeks at the end of 2020, with consultees being asked for views on scale of ambition, scope, the extent to which it was fair, its environmental impacts, and how it could better include and involve communities and businesses. A Strategic Environmental Assessment, Habitat Regulations Assessment and Social Impact Assessment have considered the environmental and social dimensions of the Strategy to enhance its effectiveness and avoid negative impacts. A full overview of the development process is attached as Appendix 1.

7.   Since the consultation ended, the Climate Ready Clyde secretariat revised the Strategy to take account of comments received and has also worked to develop an initial set of flagship actions and securing wider contributions to delivering adaptation across Glasgow City Region.

8.   The launch of the regional Adaptation Strategy and Action Plan is timely given the Council's recent commitment to develop its own Climate Change Strategy and Action Plan. It is proposed that East Renfrewshire Council's Climate Change Strategy and Action Plan will wholly align the wider regional Adaptation Strategy and proactively pursue both adaptation and/or climate preparedness/proofing measures, as well as outlining steps to reduce future greenhouse gas emissions (climate mitigation).

REPORT

9.   The Strategy's key objectives are to build the region's social, economic and environmental resilience to climate change and define what is needed to manage climate risks.

10.   The Strategy covers the period 2020-2030 and contains 11 interventions, which provide a comprehensive programme of action. Each intervention contains a package of proposed activities. The interventions span a range of activities – from building capacity and enabling adaptation to delivery of physical changes. The full list is included as Appendix 2.

11.   The Strategy has been developed to provide global leadership on adaptation given its prominence in the UN Climate Change Negotiations (COP26) taking place in Glasgow later this year.

12.   There are also five place-based priorities for adaptation measures outlined in the Strategy. These are the Clyde River Corridor, new priority development sites (including Ravenscraig, Eurocentral/Mossend and the Forth & Clyde Canal), strategic economic investment locations, the coast, urban and town centres.

13.   The Action Plan covers the period 2021-2025 and contains an initial set of 16 flagship actions, also listed in Appendix 2. These were set through invitation to all stakeholders to contribute, including East Renfrewshire Council. They are large scale, strategic and aligned with the vision of a city region that flourishes in a future climate.

14.   This first list of flagship actions will develop in the years ahead and indeed new, and different actions may come to the fore.

15.   The first action plan assigns targets that by 2025, the City Region will have:

- Increased the resilience of over 140,000 of the region's most vulnerable people to the impact of climate change;
- Closed the region's adaptation finance gap of £184m a year; and

- Involved 125 new organisations, community groups and businesses supporting the City Region to adapt.

16.   A first concrete action to take shape is the development of a Clyde Climate Forest, which aims to increase tree canopy across many pockets within the City Region for carbon sequestration purposes. Inaugural plantings took place in Barrhead on 14th May with a number of trees planted with further research planned to explore how to maximise carbon sequestration opportunities.

FINANCE AND EFFICIENCY

17.   Delivering the Strategy and Action Plan will require increased funding in the years ahead and will be addressed on an individual project basis. It is important to note that any identified costs, whilst significant, may well be significantly less than the costs of climate impacts and will be presented in this context.

18.   East Renfrewshire Council will continue to work as a partner of Climate Ready Clyde to develop Flagship Actions and turn them into concrete, costed proposals and support their delivery, as well as to create new ones.

19.   At present, East Renfrewshire Council makes an annual contribution of £9,500 to Climate Ready Clyde. A five-year commitment to the partnership (to 2025/26) from East Renfrewshire Council as part of the Glasgow City Region allows CRC to move to a more strategic footing which aligns with the Action Plan period.

CONSULTATION AND PARTNERSHIP WORKING

20.   Climate Ready Clyde is a partnership organisation consisting of the eight local authorities within the City Region (Glasgow City, West Dunbartonshire, East Dunbartonshire, Renfrewshire, East Renfrewshire, North Lanarkshire, South Lanarkshire and Inverclyde) and the following other organisations: Scottish Government, Scottish Environment Protection Agency (SEPA), Transport Scotland, Strathclyde Passenger Transport (SPT), NHS Great Glasgow and Clyde, Scottish Gas Networks (SGN), University of Glasgow and University of Strathclyde.

21.   All partners have engaged with each other throughout the development of the Adaptation Strategy and Action Plan and supported the public consultation process as outlined above and in Appendix 1.

IMPLICATIONS OF THE PROPOSALS

22.   There are no implications of the proposals in terms of staffing, property, legal, IT, State Aid, equalities and sustainability.

CONCLUSIONS

23.   East Renfrewshire Council has contributed to the development of the Glasgow City Region Adaptation Strategy and Action Plan 2020-2030, as a member of the partnership organisation Climate Ready Clyde. The Strategy and Action Plan was recently adopted by the City Region's Cabinet and a new funding arrangement approved in principle to ensure the support required to deliver the Strategy and Action Plan is in place for the next five years. This

is a critical period with respect to moving to climate preparedness and resilience as the frequency and intensity of climate change impacts are set to increase.

RECOMMENDATIONS

24.   It is recommended that the Cabinet

a)   Indicate early approval of and support for the proposed Glasgow City Region Adaptation Strategy and Action Plan;

b)   Note that there will be a formal launch for the Adaptation Strategy and Action Plan on 29th June 2021, coordinated by Climate Ready Clyde, which will be supported by East Renfrewshire Council at a local level; and

c)   Note that the delivery of the Strategy and Action Plan necessarily implies a greater allocation of resources to planning, financing and implementation in the years ahead, as well as additional policy and regulation.

Director of Environment

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

Convener contact details

Councillor Alan Lafferty   Home: 0141 621 1113
(Convener for Environment)   Mobile: 07812 214366

May 2021

BACKGROUND PAPERS
Glasgow City Region Climate Adaptation Strategy 2020-2020

Appendix 1: Strategy and Action Plan Development Process

2018/2019

Engagement with GCR stakeholders to create a vision and Theory of Change

Underpinning knowledge, evidence and insight

Delivering a Green New Deal post COVID-19

Development of blueprint of innovation ideas

Climate Risk and Opportunity Assessment

What does transformational adaptation look like?

Political Economy mapping

Financing Clyde Rebuilt

Resource Mobilisation Plan

Adaptation finance

2020

Strategic Environmental Assessment (Screening and Scoping)

GCR Adaptation Strategy (consultation draft)

Strategic Environmental Assessment published

Social Impact Assessment review and Key Messages report

Nov 2020

Consultation, revisions and summary of responses published

Blueprint of innovative ideas for transformational adaptation published

CRC board and GCR Cabinet approval

Jan 2021

Approved GCR Adaptation Strategy

Adaptation Strategy technical annexes published

Strategic Environmental Assessment – Post Adoption Statement published

Social Impact Assessment published

Mar 2021

GCR Adaptation Action Plan published

Identifying finance options and governance

Summer 2021

Implementation, monitoring, evaluation and learning

Appendix 2: GCR Adaptation Strategy and Action Plan Interventions and Flagship Actions

Interventions:

1. Reform and reshape governance mechanisms so they respond to adaptation needs, nurture new leadership and create expectations in society

2. Develop the ability of organisations, businesses, and communities to adapt

3. Increase adaptation finance through leverage and innovation

4. Enable and equip communities to participate in adaptation, focusing on the most vulnerable

5. Embed reflection, monitoring, evaluation, and learning into adaptation action

6. Adapt the Clyde Corridor for the twenty-second Century

7. Enhance early warning and preparedness for floods and heatwaves

8. Ensure everyone's homes, offices, buildings, and infrastructure are resilient to future climate impacts

9. Deliver nature-based solutions for resilient, blue-green ecosystems, landscapes, and neighbourhoods

10. Enhance regional decision making and establish Glasgow City Region as a global research and knowledge hub for adaptation

11. Begin the transition to an economy resilient to future climate impacts

Flagship Actions

EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Director of Environment

COVID 19 – ALLOCATIONS UPDATE AND POLICY REVIEW

PURPOSE OF REPORT

1.   To advise the Cabinet of the steps taken by Housing Services to deliver the housing allocations service during COVID 19 and to advise on the proposed policy review.

RECOMMENDATIONS

2.   Cabinet are asked to

a)   Note the impact of COVID 19 to East Renfrewshire Council's Allocation Policy that were required to address homelessness; and

b)   Note the proposed review of East Renfrewshire Council's Allocation Policy which will be presented to cabinet for approval in autumn 2021.

BACKGROUND

3.   In March 2020 national lockdown restrictions put in place by the Scottish Government due to the COVID 19 pandemic resulted in significant disruption to all services provided by the Council.

4.   For the allocation of council homes this meant:

- Homeless households were unable to move on from their temporary accommodation into their new permanent homes from March 2020 until July 2020.
- During this time repair work for empty homes was only permitted for emergency homeless accommodation
- A considerable backlog of applicants waiting for housing. This was exacerbated as social distancing rules reduced the productivity of the workforce.

5.   Over the last two years there has also been a 22% increase in the number of homeless households that East Renfrewshire Council has a legal duty to offer permanent accommodation to. In 2020/21 the council had a legal duty to 275 households with approximately only between 200-250 empty homes becoming available each year. This presents a significant challenge for the Housing Service in its ability to address homelessness and also meet other needs from the general waiting list.

6.   The restrictions on house moves at the start of 2020/21 increased the number of homeless households waiting for permanent housing increasing from 57 to over 100 by June 2020. Whilst the backlog of empty homes has now been reduced to normal levels, the demand

for re-housing from homeless households on the waiting list has remained at over 100 applicants.

7.   During the pandemic the Scottish Government requested that housing homeless applicants be prioritised by Local Authorities.

REPORT

8.   East Renfrewshire Council's Allocation Policy was reviewed in June 2018 and this review introduced a new policy of choice based lettings (CBL). Choice based lettings places applicants into priority groups based on their housing need. Appendix 1 details the priority groups.

9.   The policy set targets of lets for each priority group. However, due to the increased demand from homeless households and the request from the Scottish Government to prioritise homeless households, the percentage of lets awarded to Priority A (mainly homeless households) applicants was increased during lockdown. The table below demonstrates the target lets for each group detailed in the East Renfrewshire Council's Allocation Policy and the number and percentage of lets allocated to each group in 2020/21.

Priority Group	Target % Lets (excludes new build housing)	April 2020 to March 2021 no of lets	April 2020 to March 2021 % of lets
Priority A	55%	155	67%
Priority B	28%	34	15%
Priority C	8%	12	5%
Priority D	8%	21	9%
Priority E	1%	10	4%

10.   The changes required to address homelessness has meant that the number of lets to applicants in priority B (highest priority for waiting list applicants, including applicants with medical priority) has been impacted. Lets to lower priority groups were available to group B applicants but these lets tended to be lower demand properties such as 2 bedroom tenement stock in Levern Valley and sheltered housing in Eastwood and often Priority B applicants are either not eligible or don't apply.

11.   As the service continues to recover from the impact from COVID 19 and with the current policy being in place for two years, a review of the existing policy is required. The review will consider what housing need exists from homeless households and what needs exists from the general waiting list. Members should note allocations policies in Scotland must take note of a number of key areas of legislation and in particular the Social housing allocations in Scotland: practice guide published by the Scottish Government.

12.   It is recognised that some aspects of this legislation can cause frustration for households who are on the non-homeless waiting list especially given the shortage of family sized houses available for social rent within East Renfrewshire. No amount of changes to the allocation policy can address an overall shortage of social housing.

13.   Reductions in the number of properties being allocated to non-homeless waiting list applicants had led to an increased request for "special cases" to be awarded. The policy defines a special case as "housing circumstances requiring urgent rehousing that do not fit with our published policy". This is an area that the review will consider.

14.   The Housing Service has seen a substantial increase in its waiting list in recent years from just under 500 per year in 2017/18 and 2018/19 to just under 1400 per year in 2019/20 & 2020/21. This is as a result of both the availability of new build council housing which has proved extremely popular and the ease of access of an on line waiting list application system.

15.   The policy review will seek views on which groups of applicants and what type of circumstances should be given additional priority. It should be further recognised that, with a finite supply of housing, additional priority for one group can often be at the expense of another group. As such the Housing Service will seek as many views as possible when reviewing the policy and will provide anonymised data detailing the current supply and demand of council housing. Particular areas for consideration will be to ensure that the policy appropriately meets the needs of those experiencing domestic violence, physical and learning disabilities, child poverty and Care Experienced Young People.

FINANCE AND EFFICIENCY

16.   The initial restrictions placed on house moves and the repair of empty homes has increased the amount of rent lost on empty council properties. This has been addressed and the increase in void rent loss as a result of COVID 19 has now been reduced.

CONSULTATION

17.   When setting allocation polices, social landlords are legally required to undertake a full consultation exercise. Therefore before returning to Cabinet with any changes, Housing Services will consult with the following groups:

- existing ERC tenants;
- those on our housing waiting list;
- registered tenants' organisations in East Renfrewshire
- East Renfrewshire Health & Social Care Partnership
- relevant organisations, including other housing providers and voluntary agencies operating in the area, e.g. Shelter Scotland.

18.   The consultation will be undertaken in summer 2021 with a policy review being presented to Cabinet in autumn/winter 2021.

PARTNERSHIP WORKING

19   It is vital that all social landlords in East Renfrewshire contribute towards addressing housing need and homelessness. Therefore Housing Services will engage with local Registered Social Landlords to review referral and nomination agreements for the allocation of new and existing social housing.

IMPLICATIONS OF THE PROPOSALS

20.   There are no implications with these proposals in terms of staffing, legal, property or sustainability.

21.   The existing housing management IT system is in the process of being replaced and will provide applicants with greater online access to their waiting list application and the online bidding system.

22   An Equalities Impact Assessment will be required for any new policy changes

CONCLUSIONS

23.   The restrictions placed on services due to the COVID-19 pandemic created a backlog of both homeless and waiting list applicants being able to access accommodation. In addition the increased demand from homeless applicants meant allocation of properties had to be prioritised to homeless households.

24.   A review of the existing policy is underway to ensure it addresses the housing concerns of those most in need. A full consultation exercise will be undertaken and the policy presented to Cabinet for approval.

RECOMMENDATIONS

25.   Cabinet are asked to

   a)   Note the impact of COVID 19 to East Renfrewshire Council's Allocation Policy that were required to address homelessness; and

   b)   Note the proposed review of East Renfrewshire Council's Allocation Policy which will be presented to cabinet for approval in autumn 2021.

Director of Environment

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

Convener contact details

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

May 2021

Appendix 1

Priority Pass A

- Unintentionally homeless or threatened with homelessness
- Moving from ERC young person's supported housing
- Special cases not covered by the allocation policy

Priority Pass B

- Intentionally homeless or threatened with homelessness
- Living in East Renfrewshire or with a local connection and:

  - living in unsatisfactory housing or cannot meet housing needs
  - a social housing tenant with 2 or more bedrooms than you need
  - existing home unsuitable and delaying discharge from hospital
  - overcrowded - 2 or more bedrooms less than you need
  - has a medical need for more suitable housing
  - living in one of our adapted homes and no longer need adaptations
  - leaving the Armed Forces

Priority Pass C

- Need to move to give or get support
- Live in East Renfrewshire or with local connection and:
  - sharing facilities and don't have own bed space
  - overcrowded - 1 bedroom less than you need
  - a social housing tenant with one more bedroom than you need
  - experiencing harassment in current home but safe to stay for a time
- 2 ERC tenants combining to make 1 household

Priority Pass D

- Live in East Renfrewshire or with local connection and:
  - sharing facilities and have own bed space
  - has a current home unsuitable for children who sometimes stay overnight but live somewhere else
  - lives in a private rented house
- Don't live in East Renfrewshire but want to move here because you:
  - work here
  - have been offered a job here
  - are looking for work here and have proof
  - want to be near a relative or carer
  - have a social or medical need to live in the area

Priority Pass E

- No circumstances in A to D apply. Order of priority:
  - Lives in East Renfrewshire or with a local connection to area and no housing need
  - No local connection and has a medical need for more suitable housing
- No local connection and no medical need for more suitable housing

EAST RENFREWSHIRE COUNCIL

CABINET

3 June 2021

Report by Director of Environment

THE EAST RENFREWSHIRE COUNCIL
(A727 EAST KILBRIDE ROAD, BUSBY), (50MPH SPEED LIMIT) ORDER 2021

PURPOSE OF REPORT

1.   To submit for approval of the Cabinet the making and confirmation of 'The East Renfrewshire Council (A727 East Kilbride Road, Busby) (50mph Speed Limit) Order 2021' (see Appendix 1).

RECOMMENDATIONS

2.   The Cabinet is asked to:-

   a)   approve the making and confirmation of the 'The East Renfrewshire Council (A727 East Kilbride Road, Busby) (50mph Speed Limit) Order 2021'; and

   b)   delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

BACKGROUND

3.   The A727 within East Renfrewshire is a public road and recorded on the list of adopted roads which is kept by Roads & Transportation Service under the duties conferred on the Council by the Roads (Scotland) Act 1984. It extends from the boundary with Glasgow City Council, near the B769 Spiersbridge Road/Stewarton Road, to the boundary with South Lanarkshire Council, to the south-east of Busby. The majority of the road falls within built up urban areas and is subject to a 30 mph speed limit with only a short section at its eastern end between Busby and the South Lanarkshire Council boundary being rural in nature and subject to the National Speed Limit.

4.   The Council has a duty under the Road Traffic Regulations Act 1984 to secure the safe movement of traffic on the local road network. One aim of the Councils' Local Transport Strategy is to adapt and manage the road network so that it can efficiently and safely meet the needs of all road users. *(Sect 12.5 LTS)*

5.   The section of the A727 where it is proposed to reduce the speed limit from the National Speed Limit to 50mph is dual carriageway. The National Speed Limit on dual carriageways varies between 50mph and 70mph depending on the type of vehicle.

6.   The section of road covers a distance of 340m or thereby and has physical characteristics that indicate to the driver that there is a transition between an urban and a rural road. The current speed limits on the approach, within and on the exit to this very short stretch of the A727 are inconsistent and are therefore unlikely to be complied with.

REPORT

7.   The section of the A727 under consideration measures 0.34km in length and provides direct access to the public road network for 5 residential properties located on the south side of the road.   There is no continuous footway on the south side of the road for use by pedestrians heading either westbound towards to Busby or east towards East Kilbride. Residents of the properties to the south side of the road therefore require to cross 4 lanes of high speed carriageway with a speed limit of up to 70mph in order to access the footway on the north side of the road which does offer a safe pedestrian route to either Busby or East Kilbride, etc.

8.   Concerns have been raised over the speed of traffic driving over this short section of dual carriageway, which due to the current speed limit variation from 30mph to the National Speed Limit to 50 mph and vice-versa, can cause confusion to drivers and therefore risks the potential for increased non-compliance with safe and acceptable speeds.

9.   A vehicular traffic Volume/Speed survey was carried out on the dual carriageway section of road in October 2020 and the average 2-way flow was found to be in the order of 11,167 vehicles/day (7-day average). Although 91% of vehicles recorded during this time were subject to the maximum permitted speed limit of 70mph, measurements show the 7-day average speeds were 43.3mph eastbound and 38.7mph westbound. The 7-day 85%ile speed were 49.3mph eastbound and 43.5mph westbound. The "85th percentile" speed is the speed at which 85% of traffic will be travelling at, or below, along a street or road. Whilst it is encouraging that to see the majority of traffic was travelling well within the permitted speed limit, it is considered appropriate to lower the maximum permitted limit to a more acceptable level commensurate with the characteristics and layout of the road and its location in direct relationship to a number of residential properties and the adjacent urban setting of Busby (see Appendix 2).

10.   It is proposed to lower the speed limit over this short stretch of dual carriageway thus eliminating the inconsistent speed limit variation from 30mph to National Speed Limit to 50mph and vice-versa.

11.   A consultation on the proposed reduction to the speed limit was carried out from 26 February 2021 until 31 March 2021 in compliance with "The Local Authorities' Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)". The emergency services and all other organisations/persons likely to be affected by any provision in the order, including Busby Community Council, Elected Members and the adjacent local authority South Lanarkshire Council, were notified of the proposals by email. A Public Notice advising of the proposals was published in the 'Glasgow Evening Times' newspaper which circulates in the area and on the 'Tell Me Scotland' website informing of the consultation, advising where the relative documentation and drawings giving details of the proposals could be viewed and where any representations or objections to the proposals should be sent.

12.   At the termination of the statutory consultation period a small number of representations had been received, the majority of which stated a preference for the speed limit to be reduced to 30 or 40mph, however no formal objections to the proposed 50mph limit were received (see Appendix 3).

FINANCE AND EFFICIENCY

13.   All financial implications associated with making the Traffic Regulation Order will come from existing resources.

14. By approving this proposed Order and on completion of the works involved there will be an immediate safety benefit offered to the public by the introduction of a reduced speed limit for all vehicles travelling through the transition area between a rural and urban road.

CONSULTATION

15. 'The Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999' sets out the statutory requirements for consultation. The Council has met the procedural requirements.

PARTNERSHIP WORKING

16. The proposed Order involved partnership working between the Council and Police Scotland and through the statutory process of a formal public consultation.

IMPLICATIONS OF THE PROPOSALS

17. By approving this proposed Order there will be minimal future financial and staffing implications resulting from normal maintenance cost associated with occasional sign replacements.

18. There will be no staffing, property, legal, IT, State Aid, equality and sustainability implications arising from the proposals.

CONCLUSIONS

19. 'The East Renfrewshire Council (A727 East Kilbride Road, Busby) (50mph Speed Limit) Order 2021', if approved and introduced, will:

- Implement a reduced speed limit applicable to all road vehicle users in order to address speeding and safety concerns particularly on the approach to an urban area,
- promote safe travel thus contributing to a potential reduction in accident casualties as per the aims of the Councils current Local Transport Strategy

RECOMMENDATIONS

20. The Cabinet is asked to:-

a) approve the making and confirmation of the 'The East Renfrewshire Council (A727 East Kilbride Road, Busby) (50mph Speed Limit) Order 2021'; and

b) delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

Director of Environment

For further information contact: Patrick Doherty, Senior Traffic Officer, Email address: patrick.doherty@eastrenfrewshire.gov.uk.

Convener contact details

Councillor Alan Lafferty   Home: 0141 621 1113
(Convener for Environment)   Mobile: 07812 214366

May 2021

BACKGROUND PAPERS

East Renfrewshire Council Local Transport Strategy 2008-2011, Section 12.5

APPENDIX 1

STATEMENT OF REASON

**THE EAST RENFREWSHIRE COUNCIL
(A727 EAST KILBRIDE ROAD, BUSBY)
(50MPH SPEED LIMIT)
ORDER 20[**]**

A727 East Kilbride Road, Busby

This proposal relates to that section of the A727 East Kilbride Road, Busby between the existing 30mph restriction, approximately 50m southeast of the main built up area of Busby, and the existing 50mph restriction at the boundary with South Lanarkshire Council, a distance of 340m or thereby.

This stretch of the A727 East Kilbride Road is a dual carriageway and indicates to the driver that there is a transition between an urban and rural road. However, the speed limits on the approach to, within and on the exit are inconsistent and therefore unlikely to be complied with.

It is proposed to change the current speed limit over this section of road from the *National Speed Limit (NSL) for a dual carriageway to 50mph for all vehicles, thus eliminating the inconsistent variations from '30mph - *NSL - 50 mph' and vice-versa, over this short section of the public road network.

* The National Speed Limit on dual carriageways varies from 50mph to 70mph depending on type of vehicle.

PROPOSED ORDER

**THE EAST RENFREWSHIRE COUNCIL
(A727 EAST KILBRIDE ROAD, BUSBY)
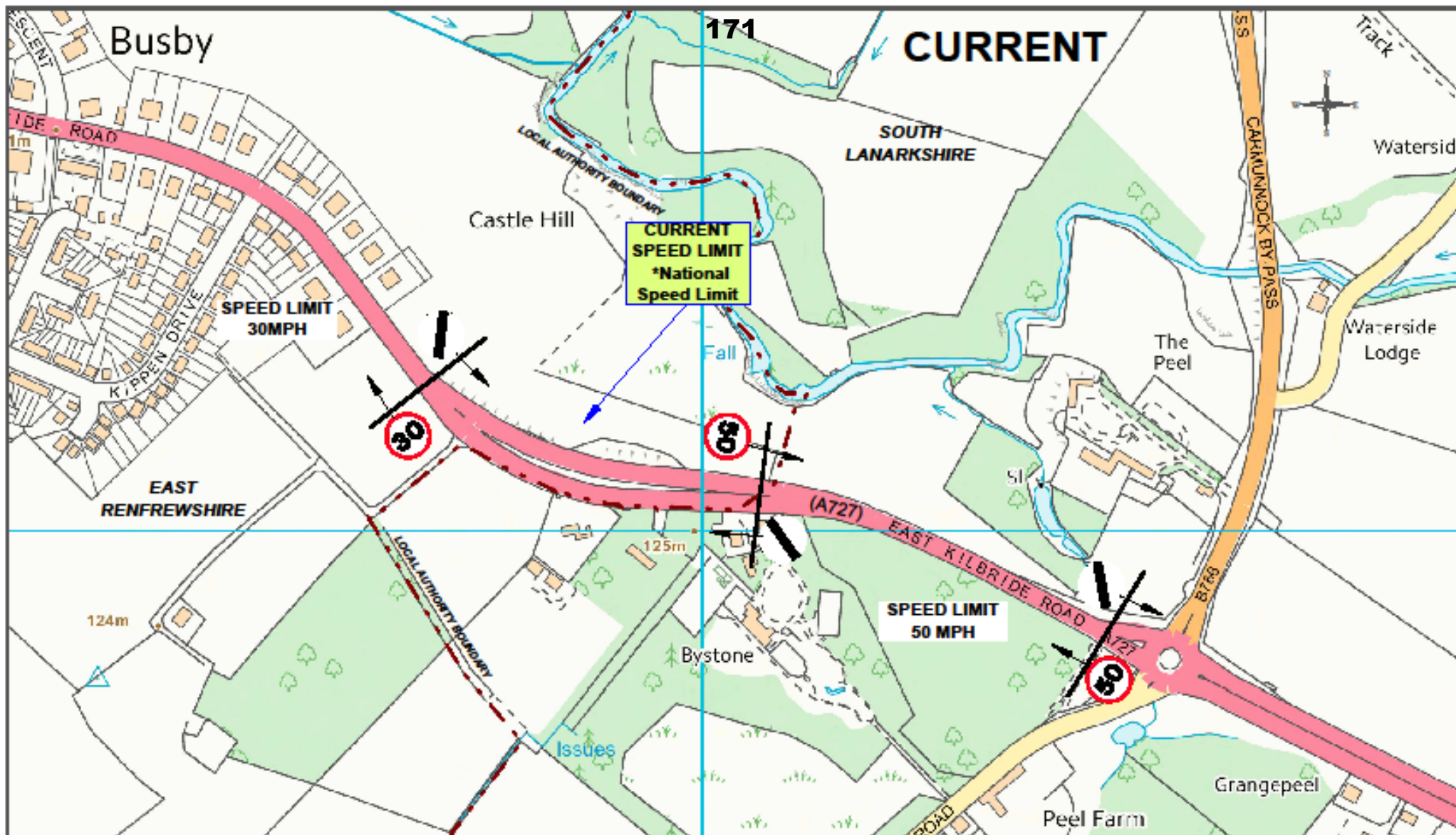(50MPH SPEED LIMIT)
ORDER 20[**]**

The East Renfrewshire Council, in exercise of the powers conferred on them by Section 84 of the Road Traffic Regulation Act 1984 ("the Act") and of all other enabling powers, and after consultation with the Chief Constable of Police Scotland in accordance with Part III of Schedule 9 to the Act, hereby propose to make the following Order:

1. This Order may be cited as 'The East Renfrewshire Council, (A727 East Kilbride Road, Busby), (50mph Speed Limit) Order 20[**]' and shall come into operation on ***(date to be advised)***.

2. No person shall drive any motor vehicle at a speed exceeding 50mph on the length of road specified in the Schedule to this Order.

3. This Order shall have effect subject to the following variation of existing orders:

    The provisions of any existing orders, whether made or having effect as if made under the Road Traffic Regulation Act 1984 as amended or under any other enactment, are hereby varied to the extent that the provisions are inconsistent with this Order.

4. Given under the seal of The East Renfrewshire Council and signed for them and on their behalf by Gerard James Mahon, Chief Officer (Legal and Procurement) and duly Authorised Signatory together at Giffnock on the ***(date to be advised)***.

SCHEDULE

50 MPH SPEED LIMIT

That section of the A727 East Kilbride Road, Busby between the existing 30mph restriction, approximately 50m southeast of the main built up area of Busby, and the existing 50mph restriction at the boundary with South Lanarkshire Council, a distance of 340m or thereby.

CURRENT

Busby

South Lanarkshire

Waterside

Castle Hill

CURRENT SPEED LIMIT
National Speed Limit

SPEED LIMIT 30MPH

Fall

The Peel

Waterside Lodge

30

50

EAST RENFREWSHIRE

(A727) EAST KILBRIDE ROAD

SPEED LIMIT 50 MPH

124m

125m

Bystone

50

Issues

Grangepeel

Peel Farm

Drawing Info.

* National Speed Limit on dual carriageways varies between 50mph to 70mph depending on type of vehicle.

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G46 8NG
Head of Service - G. McCarney

Drawing Title	Date
The East Renfrewshire Council (A727 East Kilbride Road, Busby) (50mph Speed Limit) Order 2021	DEC 2020
	Scale Not to scale

Dwg No.	EN-58-40-305 - CURRENT	Rev. –	Dwg By PD
File Ref.	EN-58-40-305		

Busby

IDE ROAD
1m

PROPOSED

SOUTH
LANARKSHIRE

Track

Waterside

Castle Hill

LOCAL AUTHORITY BOUNDARY

**PROPOSED
SPEED LIMIT
50 MPH**

CARMUNNOCK BY PASS

**SPEED LIMIT
30MPH**

KIPPEN DRIVE

Fall

The
Peel

Waterside
Lodge

60

30

EAST
RENFREWSHIRE

LOCAL AUTHORITY BOUNDARY

(A727)

EAST KILBRIDE ROAD

SI

B766

124m

125m

Bystone

**SPEED LIMIT
50 MPH**

A727

50

Issues

ROAD

Peel Farm

Grangepeel

Drawing Info.

* National Speed Limit on dual carriageways varies
  between 50mph to 70mph depending on type of vehicle.

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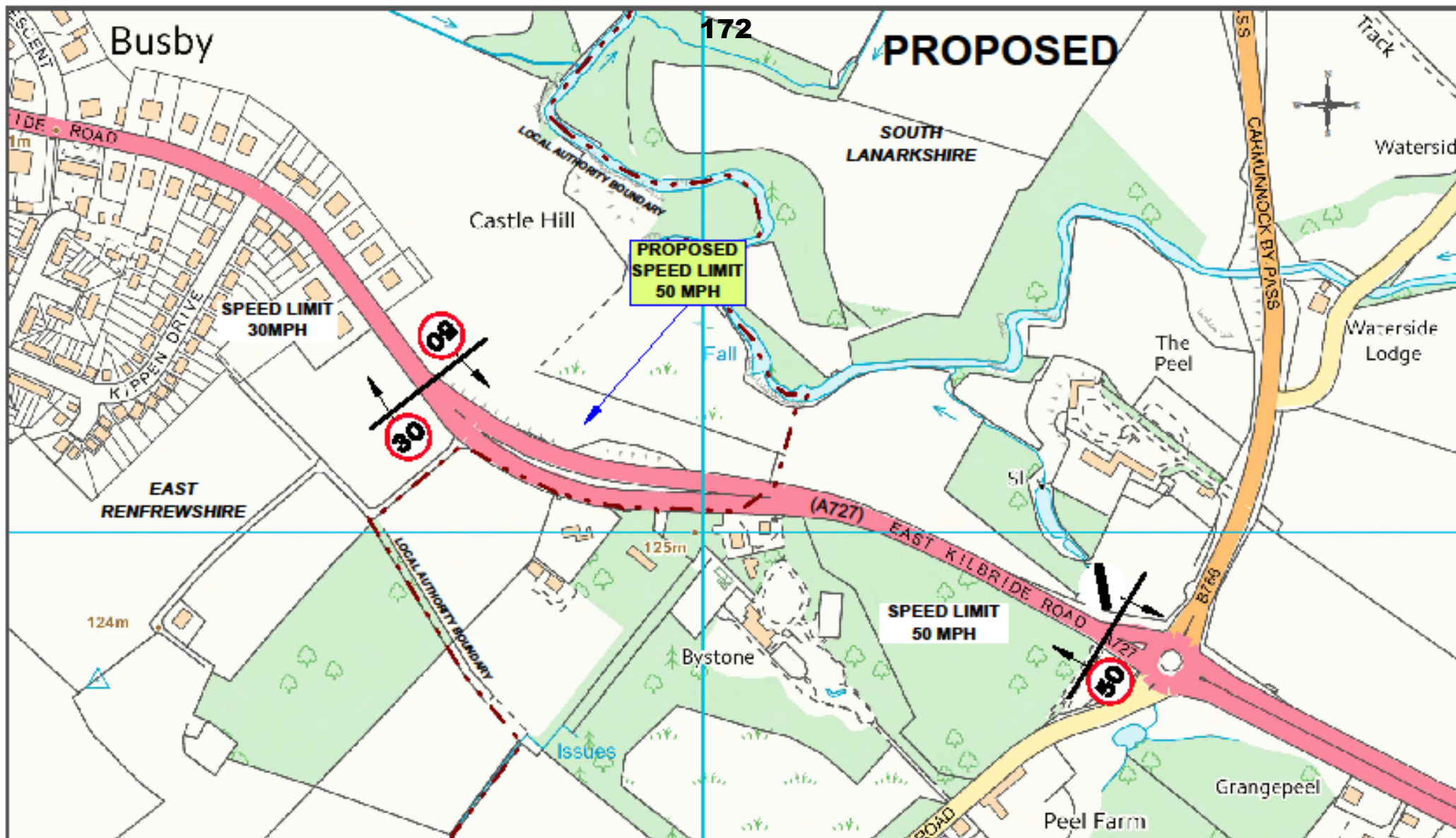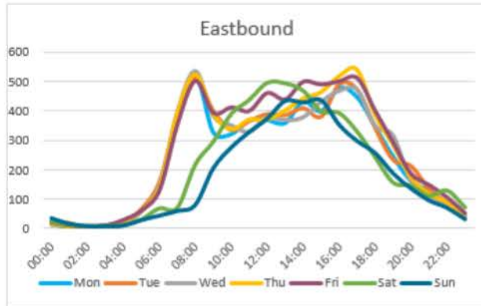
EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
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Dwg No.	EN-58-40-305 - PROPOSED	Rev. –	Dwg By	PD
File Ref.	EN-58-40-305			

East Renfrewshire

Tracsis plc
Traffic and Data Services

Client:	East Renfrewshire Council
Project:	3939-SCO - East Renfrewshire - ATCs
Site:	21 - East Kilbride Road
Start Date:	Wednesday 30 September 2020
Speed Limit:	70
Lat/Long:	55.77714, -4.251227

Eastbound

Direction	7-Day Average Speed	7-Day 85th Xile Speed	On a 7-day average			Traffic Composition by Class - Total Surveyed Vehicles
Eastbound	43.3	49.3	0.1%	0.0%	0.0%	
	mph	mph	of vehicles are travelling over posted speed limit (PSL)	of vehicles are traveling 10% +2 over PSL (79mph)	of vehicles are 15mph over PSL (85mph)	

70

0.2%
90.9%
6.7%
1.4%
0.7%

Direction	Weekday Average Total Traffic	7-Day Average Traffic	Weekly Traffic Total
Eastbound	5967	5577	39039

ATC 21

Incidents/Observations
No incidents or observations during the survey period

Tracsis plc
Traffic and Data Services

Client:	East Renfrewshire Council
Project:	3939-SCO - East Renfrewshire - ATCs
Site:	22 - East Kilbride Road
Start Date:	Wednesday 30 September 2020
Speed Limit:	70
Lat/Long:	55.77697, -4.25084

Westbound

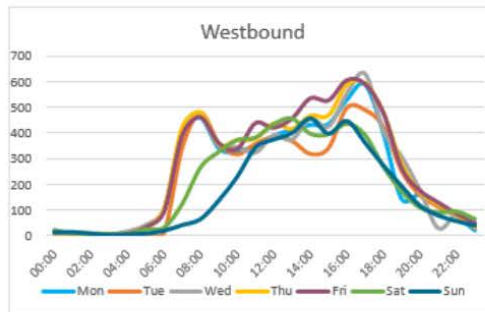| Direction	7-Day Average Speed	7-Day 85th Xile Speed	On a 7-day average			Traffic Composition by Class - Total Surveyed Vehicles
Westbound	38.7	43.5	0.0%	0.0%	0.0%	
	mph	mph	of vehicles are travelling over posted speed limit (PSL)	of vehicles are traveling 10% +2 over PSL (79mph)	of vehicles are 15mph over PSL (85mph)	

70

0.4%
90.9%
8.1%
0.4%
0.3%

Direction	Weekday Average Total Traffic	7-Day Average Traffic	Weekly Traffic Total
Westbound	6022	5590	39048

ATC 22

Incidents/Observations
Data loss occurred during the survey period. See "Data Summary" file for further details.

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	**A727 East Kilbride Road, Busby - Proposed 50mph Speed Limit - Consultation Summary**
	TYPE	**Name**	**Address**	**Received**	**Letter or Email**		**Breif Summary of Representation**	**Roads comments**	**Proposed Resolution**	**Response sent**
1	Supports	Local resident	East Kilbride Road, Busby	25-Feb-21	Email		*"….delighted to support the proposal."*	-		19-Apr-21
2	Representation	ERC Councillor (i)	East Renfrewshire Council	26-Feb-21	Email (i)		*"…. 30mph rather than 50mph would create a "safety buffer" to further reduce speed of motor vehicles once they entered Busby"* Questioning the reason for 50mph rather than 30mph			16-Apr-21
	Representation			26-Feb-21	Email (ii)		*"…. needs to be changed to 30mph …."*			
3	Supports	ERC Councillor (ii)	East Renfrewshire Council	26-Feb-21	Email (i)		*"….you have my support."*			16-Apr-21
	Representation			26-Feb-21	Email (ii)		*"…. in consultation with ERC Councillor (i), both of us support the revised signage on the part of the dual carriageway heading out of Busby towards East Kilbride.* *(Referring to the west bound carriageway only i.e. towards Busby)…..surely this should be reduced to 30mph"*			
4	Representation	Local resident	East Kilbride Road, Busby	27-Feb-21	Email		*"…. broadly welcome however …… reduce the speed limit to 30mph as opposed to 50 mph as proposed."*	Police Scotland have confirmed they will not support a reduction of the speed limit below 50mph. The Council can not promote a Traffic Order that the Police will not support and enforce.	Improvements to the road layout and markings will be carried out to further enhance road safety and encourage/influence a reduction in vehicle speeds.	19-Apr-21
5	Representation	SLC Councillor	South Lanarkshire Council	01-Mar-21	Email		*"I would agree with the points raised by ERC Councillor (i). This small stretch of road requires to be made safer and these proposals will not make it safer. Further I would support a 30mph limit."*			16-Apr-21
6	Representation	ERC Councillor (iii)	East Renfrewshire Council	04-Mar-21	Email		*"...instead of a 50MPH limit on this stretch would it be possible to liaise with Police Scotland and request that this is reduced to a 40MPH limit here"*			16-Apr-21
7	Representation	Local resident	East Kilbride Road, Busby	07-Mar-21	Email		*"…I certainly welcome a reduction in speed limit."* and *"Reducing the limit from 50mph to 40mph for this populated section of road would also actively encourage a safer and more controlled arrival at Busby and the 30mph area."*			19-Apr-21
8	Supports	Police Scotland	Police Scotland	10-Mar-21	Email		*"..no objections or further comments to make."*	-		20-Apr-21

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