

EAST RENFREWSHIRE COUNCIL11 February 2016Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE TRUST 2016/17 BUSINESS PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council Approval for the East Renfrewshire Culture and Leisure Trust (ERCL) 2016/17 Business Plan.

RECOMMENDATIONS

2. It is recommended that the Council:
 - a) approves the proposed Business Plan for 2016/17; and,
 - b) approves the proposed Budget for 2016/17

BACKGROUND

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

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

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

REPORT

5. The key purpose of the Business Plan is to:
 - Develop the Trust's vision and mission to ensure it is representative of future goals and aspirations and those of its key partners, including the Council;
 - Develop the business model to enable the Trust to become resilient and sustainable;
 - Review the resources required to deliver the services;
 - Establish the sustainability of the Trust by developing a robust financial plan and sound management;
 - Identify the strategic aims and objectives which will support delivery of the plans;
 - Develop staffing, management and governance structures to deliver the Trust's charitable objectives; and,
 - Contribute to East Renfrewshire Council goals and SOA objectives.

6. The plan sets out the Trust's vision and developmental strategy over the next three years, together with the detailed operational plans for Sport and Physical Activity; Arts and Heritage; Libraries and Information Services; and the operation of the four main leisure centres and 18 Community Centres and Pavilions which it runs under license from the Council. These all support the Trust's charitable objectives and its plans for ongoing organisational development and service improvement, and reflect a shared ambition to grow culture and leisure services in East Renfrewshire, in terms of quality, range and scope. In addition, they specifically support the Council in meeting its commitments outlined in its Single Outcome Agreement (SOA).

7. It was agreed at the date of Transfer that the Trust would submit their first Business Plan and Budget in January 2016, in recognition of the fact that they were constituted in July and have been operating for 6 months to date. Subsequent Business Plans will be prepared and continue to be delivered in line with the Council's budget-setting processes and timetables.

FINANCE AND EFFICIENCY

8. Enhanced income generation is one of the principal aims of the Trust and the plan details a number of initiatives to maximise the income that the Trust can generate and so reduce its financial reliance on the Council to support its activities.

9. It has been recognised that prices within a number of areas of the Trust's commercial services are at the higher end of the market, and increasingly uncompetitive. The Business Plan includes a plan to restructure the gym membership package to make it more competitive, (i.e. reduce cost to customers) based on a strategy of increasing volume and market share, rather than increasing price.

10. As part of the transfer of activities to the Trust there have been initial savings of £1.3m identified in its first three years of operations, and the Trust is on target to achieve these savings. A redesign of the library service to realise the Council's Library Strategy and deliver £400,000 is ahead of schedule.

11. The Trust has reviewed targets for 2015/16. The Trust is currently performing ahead of previous year's performance, but down against budgeted figures, and there has been some adjustment of income targets to reflect actual performance and changes to the market.
12. The Business Plan and Budget initially showed a need for additional funding, but revised outturns for 2015/16 and forecasts for 2016/17 have revised this downwards, and the Business Plan and Budget are in line with the proposed Service Payment to be agreed between the Trust and Council, and provide for reserves as per the Trust's Reserves Policy.

CONSULTATION

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

PARTNERSHIP WORKING

14. The Partners involved in the various aspects of the Trust's activities are detailed at Section 4 of the Business Plan.

IMPLICATIONS OF THE PROPOSALS

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

CONCLUSIONS

16. The first East Renfrewshire Culture and Leisure Trust Business Plan gives a clear strategic direction that is in accordance with the Council's strategies and is supported by detailed operational plans which deliver the Council's objectives under the SOA and will guide the work of the Trust and its staff to deliver high quality services to the residents and communities of east Renfrewshire.
17. Budget figures for the Trust set prior to its launch, especially in Sports Venues, have been revised in the light of more detailed analysis of actual year on year performance to arrive at a budget position reflecting current and projected income and spend.

RECOMMENDATIONS

18. It is recommended that the Council:
 - a) approves the proposed Business Plan for 2016/17; and,
 - b) approves the proposed Budget for 2016/17

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Background Papers

1. East Renfrewshire Culture and Leisure Trust, paper to Council, 24 June 2015

Key Words:

A report to Council seeking approval for the Business Plan and Budget of East Renfrewshire Culture and Leisure Trust. Leisure Trust, Sport, Libraries, Culture,

East Renfrewshire Culture & Leisure Business Plan

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1. **Executive Summary**

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

This Business Plan identifies:-

- the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its' contractual obligations to East Renfrewshire Council (ERC);
- in relation to the facilities occupied by the Company under licence from the Council, the Council's capital programme building spend, and the Council's property maintenance budget;
- a list of New Moveable Assets which the Trust anticipates needs to be purchased in the forthcoming financial year, and a budgeted cost for the same;
- The Trust's proposal for the next Annual Service Payment (except in relation to the Annual Service Payment for the first three Financial Years which are set out in Schedule Part 2 of the Transfer Agreement).

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

Through consultation with staff, board and stakeholders, this business plan has been developed to strategically plan how East Renfrewshire Culture and Leisure (ERCL) will deliver quality services for 2016/17, whilst building its resilience and sustainability. The vision, mission and values have been considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.

The following strategic aims have been identified:

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

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

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



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

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

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

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

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

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

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

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

2. Introduction

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

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

The key purpose of the plan is to:-

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

3. The Vision for East Renfrewshire Culture and Leisure

3.1 Purpose (i.e. Charitable Objectives)

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

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

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

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

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

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

3.2 Vision

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

3.3 Mission

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

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

3.3.1 The Development of ERCL

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

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

➤ **Infrastructure**

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

➤ **Services**

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

➤ **Business Structure**

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

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

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

3.4 Values

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

These are our values:-

3.4.1 Community

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

This means I...

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

This means I do not...

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

3.4.2 Pursuit of Excellence

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

This means I...

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

This means I do not....

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

3.4.3 Customer Service

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

This means I...

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

This means I will not...

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

3.4.4 Teamwork

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

This means I...

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

This means I do not...

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

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3.4.5 Professionalism

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

This means I...

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

This means I do not...

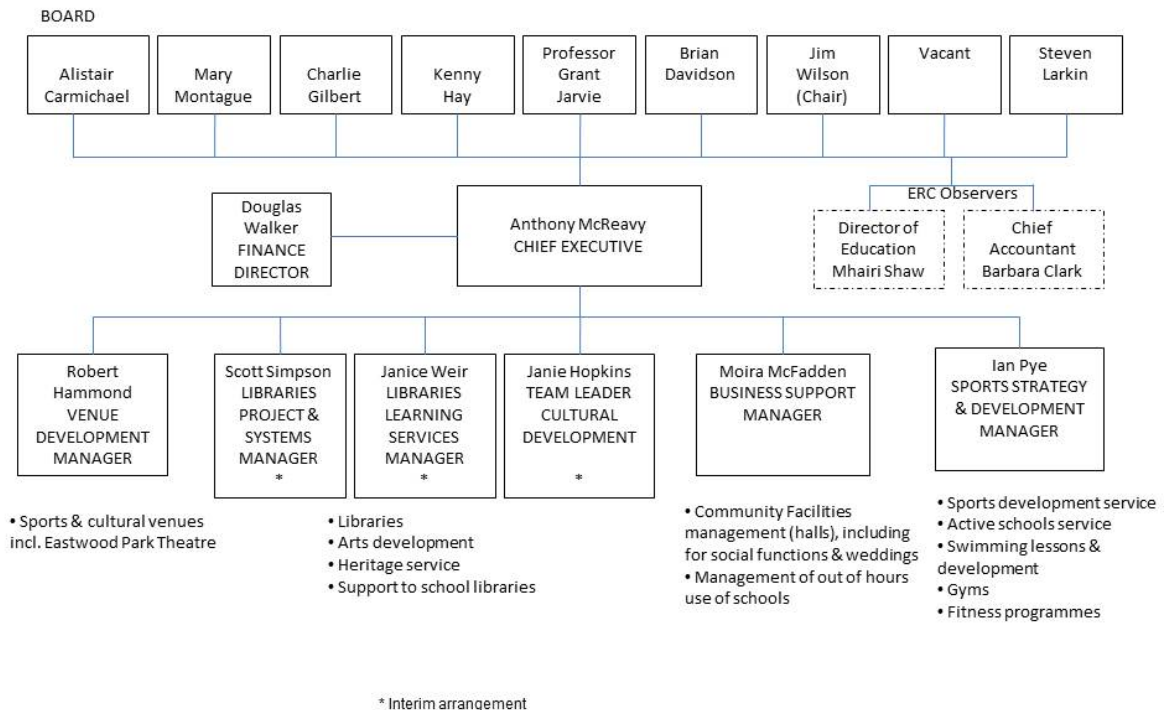
- *Turn up late*
- *Take risks without thinking*
- *Only care about the short-term*
- *Block positive change*

3.5 The Board, Management and Staff

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

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

East Renfrewshire Culture & Leisure Limited



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

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

3.5.1 The Board

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

- determining the direction of the Trust by agreeing plans and objectives;
- governing the Trust by establishing broad policies and overseeing their implementation.
- selecting, appointing, supporting and reviewing the performance of the chief executive;

- establishing the availability of adequate financial resources, including approving annual budgets
- accounting to the stakeholders for the Trust's performance.

Membership:-

Alistair Carmichael (ERC Nominee)
Brian Davidson (Independent)
Charlie Gilbert (ERC Nominee)
Kenny Hay (ERC Nominee)
Professor Grant Jarvie (Independent)
Steven Larkin (Independent)
Mary Montague (Depute Chair, ERC Nominee)
Jim Wilson (Chair, Independent)
[vacancy]

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

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

Membership:-

Chair to be elected
Brian Davison
Councillor Kenny Hay
Jim Wilson

3.5.3 The Finance, Audit and Risk Committee (FAR)

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

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

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

At least (part of) one meeting per year should will be between the Committee and the internal and external auditors *without* executives in attendance.

Membership:-

Brian Davidson (Chair)
Professor Grant Jarvie
Mary Montague
[vacancy]

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

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

Membership:-

Provost Alistair Carmichael
Councillor Kenny Hay
Jim Wilson (Chair)

3.6 An Entrepreneurial Business Model

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

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

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

3.6.1 Customer Journey

As well as continuing these initiatives, and implementing lessons learned across all of the services areas, the next stage is to look at the Customer Journey. This has highlighted a number of areas that need addressing:-

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

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

3.6.2 Commercialism

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

- Flexible provision of services (including charging)
- The commercialisation of services where appropriate to maximise revenue streams or remove extraneous costs

- A strategic approach to procurement of supplies and services
- Working with ERC colleagues to deliver efficiencies in asset usage and operation
- Identifying ancillary income streams that can augment our core business

3.6.3 Community

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

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

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

4 Context

4.1 Leisure and Culture in East Renfrewshire

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

4.2 Single Outcome Agreement

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

SOA

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

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

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

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

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

Objective

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

2.1 - Children are effective learners and their wellbeing is safeguarded

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

2.3 - Residents have the skills to maximise employment opportunities

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

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

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

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

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

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

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

4.3 Current Delivery Structure

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

- Venues (Sports and Cultural Venues comprising Eastwood Park, The Foundry, Eastwood High School and Neilston Leisure Centre)
- Sports Development (Sports Development, Active Schools, Swimming lessons, Gyms and Fitness) Libraries, Arts & Heritage (10 Libraries; Arts Development, including Performing Arts; Heritage Service).
- Community Facilities (18 Community Facilities and Pavilions; evening and weekend school lets).

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

4.4 Strategic Frameworks

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

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

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

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

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

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

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

4.5 Our Partners

4.5.1 East Renfrewshire Council

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

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

² *Making a Difference: Culture and Leisure Services in Scotland*, VOCAL, 2012; *The Future of Culture and Sport in Scotland*, VOCAL, 2015;

4.5.2 Other Key Partners

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

Partner	Relationship
General	
Other Local Authorities/Trusts	Working together on cross boundary programmes
Heritage Lottery Fund	Funder of projects and programmes
Uplawmoor Development Trust	Support and advice for projects within Uplawmoor
Neilston Development Trust	Support and advice for projects within Neilston
Eaglesham and Waterfoot Development Trust	Support and advice for projects within Eaglesham
Health and Social Care Partnership (HSCP)	Community Health Partner
Renfrewshire Association for Mental Health (RAMH)	Community Health Partner
Culture	
THUGs (Theatre User Group) / Amateur Theatre Companies	Theatre Hire and long-term 'resident' arts companies
Creative Scotland	Funder of programmes, buildings and marketing
Barrhead and Neilston Historical Association	Support and advice for heritage queries and projects in Neilston
Eaglesham Historical Association	Support and advice for heritage queries and projects in Eaglesham
Scottish Libraries Information Council (SLIC)	Local Authority Library network and funding
Scottish Book Trust	Support for literature development and funding
Glasgow and Greater Clyde NHS Health Improvement Team	Support for health information and health literacy programmes
Early Years Collaborative	Support and advocacy for work with young children and their families
Mure Hall Committee	Library is based in Mure Hall. The committee have management responsibility for building
Venues	
University of West Scotland (UWS)	Foundry potential tenant
WorkER	Foundry tenant
Skills Development Scotland	Foundry tenant
John Hamilton and L&C Brown	Caterer, Barrhead Foundry
Sportsmax	Licensed retailer
Woodfarm Management Committee	The committee have management responsibility for the building
Beangrinder	Caterer, Eastwood Park
DiversityER	Partner in delivering BME Swimming programmes
Sports	
Scottish sports governing bodies	Funding and programme development
Sport Scotland	Funding and programme development
Sports Clubs	Programme collaboration
Royal Lifesaving Society	Accreditation and training partner
Ren '96	Barracudas Development Group (Swimming Club partnership)

5 Strategic Aims

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

5.1 Themes

5.1.1 Strategic Aim A - A Financially Sustainable Business Model

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

We will:-

- Review Business Processes, Administration and Systems
- Implement succession and business continuity plans to address single points of failure
- Redesign sales and booking systems for Sports and Community Facilities to create convenient and personalised digital bookings facilities
- Remove avoidable contact and reduce costs from customer services
- Develop a Commercialisation Strategy that includes ancillary income streams
- Redesign our Service Level Agreements with partners
- Take a strategic approach to procurement of goods and services, with revised processes and procedures
- Work with ERC to develop an Asset Management Plan for ERCL licensed properties.
- Work with ERC to develop appropriate infrastructure to give us competitive advantage

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

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

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

We will:-

- Redesign our Library Services to implement a Community Hub model, with a greater degree of local control for each library cluster
- Redesign our Fitness offer to include a simpler pricing model, more flexible packages and more customer friendly operating hours
- Develop a Marketing and Communications Strategy which includes
 - a) an Engagement Plan for engagement with Customers, Funders, Partners, Stakeholders, Communities and groups
 - b) a Marketing plan encompassing website, social media, press and printed media
 - c) an internal communications plan that will allow all staff to become ambassadors and cross promote and sell services.
- Implement Customer Service Excellence in Sports (Venues and Development)
- Plan, develop and test new products to enrich the ERCL offering.
- Review our Venue Programming and Pricing to create a clear and coherent approach

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

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

We will:-

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

5.1.4 Strategic Aim D - Vibrant Communities

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

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

We will:-

- Look at the balance and distribution of our services, facilities and programmes geographically, demographically and by sector
- Explore the use and non-use of our facilities and how we can best programme or utilise them
- Align resources from all our partners both locally and nationally bringing together the expertise, investment and information to effectively join up the different parts of culture and leisure systems
- Focus time, expertise and governance, embedding a positive culture and developing clear and measurable goals by making better use of evidence and information to support planning and improve services and accessibility.
- Work with ERC on any proposals for Asset Transfer or the Community running of services or programmes
- Continue to develop the Sports Hub model with new Community Sports Hubs
- Look at a model for Community Arts and Culture Hubs that reflects the Sports Hub model: providing opportunities through ERCL programme delivery working with clubs to create subsequent quality pathways for progression (i.e. accredited Clubs and Societies) work with those groups to provide paid for facilities and services to generate income to ERCL
- Look at ways to learn and share knowledge within the region or within the sector to create areas of best practice and innovation
- Identify new opportunities within ERCL through volunteering, internships or placements
- Support community capacity building through education, training and professional staff engagement and intervention
- Identify new opportunities to facilitate CPD for external organisations, including external training through Trust staff and team expertise i.e. training packages on community capacity building, community engagement, wellbeing indicators

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

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

and desire to work with (commercial) partners to support them and broaden our profile.

We will:-

- Develop a Partnership Strategy that outlines the priorities for assessing any partnership, be they help in achieving market share, brand awareness, participation or affinity
- Develop a Sponsorship policy that is clear about recognition and association, and creates a framework and guidelines for assessing the ethical and value-fit of any potential partnership

5.2 What this will look like over the next three years?

2016/ 2017	<ul style="list-style-type: none"> • A performance monitoring and review framework will operate that meets both the Board and the Council's requirements. • Our Board will be trained and have gained a good understanding of the Trust's operating environment and will be supporting organisational development. • A framework for collaboration and ongoing dialogue with Council Colleagues at both strategic and operational levels will generate a shared approach. • working with Council colleagues we will have reviewed and tested SLA performance and we will be clear how we intend to manage support services • Our objectives will be fully communicated with our employees, stakeholders and customers. • Surveys will establish a baseline for monitoring customer and employee satisfaction. • We will have gained a better understanding of our customer segmentation and of our non-users • We will have identified and prioritised external funding opportunities • A dedicated website for the Trust will be operational • Our Marketing Plan will be implemented • A Commercialisation Strategy will be developed • Our senior management team will be regularly meeting employees in their workplace • Our employees will be contributing to a People Strategy that will be in place throughout the organisation • Our Board will be active in reviewing and managing our Risk Register • A review of external funding priorities will have produced a Funding Strategy and applications will have commenced • This Business Plan will be reviewed at end of year • Continue to support national initiatives • Implementation of business process reforms to move customers to digital sales channels ("Join at Home" and "Learn2 " / web-based, mobile and/or automated portals) • A review of our Pricing and Programming • Detailed reporting on Support Services will be in place with a review of Support Services for September 2016 • New Service Strategies for Agreement by September 2016 • Undertake Healthy Working Lives Assessment
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	<ul style="list-style-type: none"> • Child and Adult protection and Safety policies will have been reviewed.
2017/ 2018	<ul style="list-style-type: none"> • Capital project delivery in concert with ERC colleagues (e.g. Thorntree Hall, Foundry repairs, Eastwood Park Redevelopment, Balgray Reservoir) • A Green Strategy Plan • A Digital Strategy Plan • A new identity will be developed with iterations across key platforms – web, mobile and print. • Our People Strategy will be tested with an Engagement Survey to measure positive outcomes and increased satisfaction levels, along with a Well-being Survey • This Business Plan will have been reviewed, utilising a self-assessment framework and updated. • Detailed facilities review with the Council will be completed to identify strategic planned maintenance issues, investment priorities and capital project planning needs • An Asset Management Strategy will be in place • A new Libraries Strategy will be in place • A Community Engagement Strategy, encompassing the role of ERCL venues such as Community Facilities, will be in place.
2018/ 2019	<ul style="list-style-type: none"> • Undertake Social Impact Assessment aligned with our charitable objectives • A revised programme for our Performing Arts will be in place encompassing Eastwood Theatre and other venues • Capital Programme at Eastwood Park (Arts Centre) will be live according to current ERC plans • Development of a relocated Sports Centre as part of the above will be live

6.0 Marketing

6.1 Context

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

- Attendances at local authority leisure services have increased 35% since 2008/09.³
- Almost nine-in-ten adults (87%) have engaged in culture in 2011, either through attending or visiting a cultural event or place or participating in a cultural activity.
- Three-quarters of adults (75%) participated in sport (including recreational walking) in the last four weeks. When walking was excluded, just over half of adults (54%) had undertaken at least one of the remaining activities in the last four weeks.⁴
- Around nine-in-ten adults who have used local authority library, theatre, concert hall, museum, and gallery services in the past year are either very or fairly satisfied with them.⁵ Cultural services achieve some of the highest levels of satisfaction of any local authority services.
- Scottish Household Survey data (2009/10) shows that approximately three in ten people provided formal volunteering activity during the previous twelve month period. A total of more than 150,000 adults had taken part in volunteering focused on sport or exercise.⁶
- Local authorities invest approximately 90% of the total spend for sport in Scotland.⁷ There are 11,000 sports facilities in Scotland, two thirds of which are provided by local authorities.
- There are 31.7 million visits to the 545 public libraries in Scotland. Libraries provide nearly 9 million hours of internet access.⁸
- Scotland's local authorities spend 4.9% of their total budgets on culture and leisure services. This works out at a very cost effective 32 pence per person per day for every library, park and open space, museum, gallery, sports and community centre.⁹

³ Numbers of attendances per 1000 population at leisure facilities in Scotland. Audit Scotland,

<http://gov.scot.Topics/ArtsCultureSport/MajorEvents/Glasgow-2014/Commonwealth-games/indicators/A15>

⁴ Scotland's People Annual Report: Results from 2011 Scottish Household Survey, Scottish Government, 2012.

⁵ Scotland's People Annual Report: Results from 2011 Scottish Household Survey, Scottish Government, 2012.

⁶ SPICe Briefing: Community Sport, SPICe Information Centre, Scottish Parliament, 2012: 19.

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

⁸ CIPFA Cultural Statistics in Scotland, 2011, CIPFA, 2012.

⁹ CIPFA Rating Review: 2010-11 Estimates.

6.2 The Market

6.2.1 Demographics in East Renfrewshire

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

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

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

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

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

16.7% of East Renfrewshire's population self-report to have a long term health condition which has an impact upon their routine daily activities; this is slightly below levels experienced in all of Scotland – 19.6%. Barrhead is notable among East Renfrewshire's communities in that it experiences a higher level of limiting and long-term health conditions - 21.8%- compared to Scotland as a whole.

6.3 Competitors

6.3.1 Sports

21% of ERCL's earned income is through the Active Zone Gym Memberships. This amounts to £850,000 budgeted for 2015/16. Growing this successfully is critical to the success of the Trust.

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

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

There are a number of issues which threaten our competitiveness in the market. Some are illustrated in the recent survey of cancelled gym members.¹⁰

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

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

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

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

6.3.2 Community Facilities

Community Halls provide valuable meeting and social space for a wide variety of customers to gather, learn, play, socialise and celebrate family and "life" events. Community Halls become hubs providing shelter and information at times of emergency for local communities. The strength of community halls lies not only in their location at the heart of communities but in their versatility, multi- purpose space

¹⁰ ERCLT Gyms - Cancelled Memberships Survey, August-September 2015

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

that can be set to facilitate hundreds of activities reflecting the diversity of community and customer base. Despite the uniqueness of this service there is still external competition from various charitable and commercial operations e.g. church halls, pubs offering free social function space, coffee shops, and internally from ERCL libraries (this will be addressed as part of our letting policy review). It is hoped that future development in our bookings system will allow us to identify “last minute” availability to generate additional income at no additional cost.

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

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

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

6.3.3 Arts

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

6.3.3.1 Visual Arts

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

6.3.3.2 Performing Arts

Other than one national theatre company providing youth training within the area and two on bordering local authority areas, there is potential for developing youth theatre and educational links. Competition in programming comes from Glasgow

based theatres, although smarter programming and a better customer theatre experience could eliminate this competition.

6.3.3.3 Heritage

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

6.3.4 Libraries

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

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

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

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

6.3.4.1 Reader Development

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

6.4 Pricing

Across most of the ERCL's business pricing is towards the upper end of the range, and will need to be reviewed in 2016:-

- Sportscotland review of sports charging identifies pricing at ERCL Leisure Centres at the top end of charging scale.
- Pricing for arts development classes are at the higher end when compared to other local providers.

- Theatre charges have increased significantly over the last 24 – 36 months with no impact on number of hires – they appear still to be below benchmark venues.
- In Community Facilities charges are currently mid-to-high dependent on customer. Commercial and social function income is at the high end in comparison to competitors. Two further price increases are proposed as part of the outline business case / funding targets in 2016-17.

The review of our letting policy across ERCL is a complex project since many of the individual services have different and sometimes competing drivers. This will need to be accompanied by a review of our concession policy and the role of the All Access Card.

6.5 Product Development

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

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

7.0 Financial Analysis

7.1 2015/16 Review

2015/16 is our first year of operation, albeit only in earnest since vesting on 2 July 2015, and we are forecasting a small surplus of £5k against the original budget for the period 2 July 2015 to our year end of 31 March 2016. There are however monthly management reviews to monitor this and identify any issues that will affect this outturn.

There are significant concerns around the income targets for the sports venues and we are currently running approximately £200k under budget. These issues relate to past years' budget-setting and monitoring processes rather than current performance, which is generally up on previous years. Some budgets were at odds with actual performance.¹² However, there have been discussions with ERC and they have indicated additional funding this year, to address and reduce this shortfall, and this together with savings in payroll costs due to vacancies during 2015/16 should compensate for the income deficit and could provide us with a small positive level of retained reserves.

Enhanced income generation is one of the principal aims of the Trust and we are continuing to pursue a number of initiatives to maximise the income that the Trust can generate and so reduce its financial reliance on the council to support its activities.

As part of the transfer of activities to the Trust there have been initial savings of £1.3m identified in its first three years of operations and we are well underway with the steps required to achieve these savings.

We have invested in our Arts and Culture division and are looking to attract more events and performances to Eastwood Theatre and surrounding venues to both enhance the programmes that are on offer as well as generate additional income for the Trust. We are looking to develop this further with both grant, and project funding to avoid new ventures being wholly developed at the expense of existing services

We are restructuring the gym membership package and opening the gyms earlier to improve the value and availability for our current members and with a view to attracting new members. This decision has been reached after reviewing what our members were looking for versus what our competitors, both private gyms and neighbouring local authorities, were offering.

¹² Some 2015/16 income targets are over 200% higher than the income actually secured in 2014/15. For example, the budget for dryside income for venues for 2015/16 is £193k against a 2014/15 actual of £80k.

The library restructure is proceeding according to plan and it is hopeful that we will achieve the majority of the savings in 2016/17 rather than originally targeted over the two years to 2017/18. This will allow the remaining staff to settle into the new structure rather than having a two phase approach as originally thought.

We are working closely with Property and Technical Services to establish that there is minimal disruption to the availability of our venues as we carry out essential repairs and maintenance. We have consolidated a couple of projects e.g. the Clarkston Hall refurbishment and lift repairs have been consolidated to reduce the impact of having two separate closures.

7.2 Budget 2016/17

Following the review of targets for 2015/16 it was necessary to review the income and payroll targets for 2016/17, specifically income from Sports, and Libraries and operating costs for the venues. The review of income takes into account the issues noted above around the setting of past income budgets, but also makes the changes to budgets necessary to reflect the fact that in libraries some income streams are no longer realisable due to changes in technology and customer behaviour (e.g. CD / DVD rental).

7.2.1 Summary by Service

	Sports Venues	Sports Dev'ment	Comm Facility	Arts & Theatre	Libraries	Mgt.	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income							
ERC Service fee						4285	4285
VR Paid by ERC					487		487
Earned Income	622	2321	649	120	57	0	3769
Total Income	622	2321	649	120	544	4285	8541
Expenditure							
Staff Costs	2195	1655	1000	121	1088	191	6250
VR Costs					487		487
Property Costs	370	2	135	0	52	18	577
Transport Costs	0	4	9	0	20	0	33
Supplies & Services	164	119	256	75	219	235	1068
Other payments		26					26
Total Expenditure	2729	1806	1400	196	1866	444	8441
Surplus/(Deficit)	(2107)	515	(751)	(76)	(1322)	3841	100

7.2.2 Comparison to Previous Years

	Budget 2016/17	Budget 2015/16	F'cast Total 2015/16	Var to last Yr Budget	Var to last Yr F'cast
Income	£'000	£'000	£'000	£'000	£'000
ERC Service fee	4285	4530	4530	(245)	(245)
Earned Income	3770	3956	3840	(186)	(70)
Total Income	8055	8486	8370	(431)	(315)
Expenditure					
Staff Costs	6251	6376	6310	125	59
Property Costs	577	561	578	(16)	1
Transport Costs	33	37	36	4	3
Supplies & Services	1068	1490	1418	422	350
Other payments	26	23	23	(3)	(3)
Total Expenditure	7955	8486	8365	531	410
Surplus/(Deficit)	100	0	5	100	95

NB The above analysis excludes the impact of the proposed Library VR scheme

The 2016/17 budget currently requires additional funding (to the contracted Service Payment from ERC) of approx. £342k to compensate for the reduced , but more realistically set, earned income, cover cost increases not budgeted for in 2015/16 and to achieve a planned reserve creation of £100k as per the approved Reserves Policy.

7.2.3 Income

Income targets have been reduced from the original council budget for 2016/17 by £186k and the main adjustments are as follows:

Sports Dryside	£110k	Unrealistic budget: based on current activity
Libraries	£40k	Unrealistic budget: based on current activity
Others	£36k	

Total £186

We are investing in the Arts and Culture resource and are looking at development initiatives that will be self-financing and ultimately provide a small contribution towards the general overheads of the Trust, however as we have no real visibility of how these initiatives will develop, we have excluded the financial impact from the 2016/17 budget.

7.2.4 Payroll

Budgeted Payroll cost have reduced year on year by £125k, and the main adjustments are;

Library Savings	£264k	Reorganisation savings
Sports venues O/T	(£60k)	Based on current year levels
Increments & Awards	(£79k)	Annual pay award

Total £166k

Originally the Library restructure was going to be phased over 2016/17 and 2017/18 however we have now brought all of this into 2016/17 and we have reduced payroll costs by an additional £72k to £264k. We have used these savings to reinstate the Book Fund back to its original amount of £169k

7.2.5 Property

The increase in property costs (£16k) are mainly inflation adjustments for the services that are recharged by the council.

7.2.6 Supplies and services

Budgeted costs for supplies and services have reduced year on year by £422K, and the main movements are:

NDR savings	£668k
Insurance	£30k
Setup Costs	(£298)
Others	£22
Total	<u>£422k</u>

7.3 Summary

The specific savings that were identified in the transfer agreement of £790k have been met and in the case of libraries reorganisation, exceeded, therefore we have allocated these savings to reinstate the book fund to its original level of £169k.

The additional service fee required from ERC of £342k is as a result of lowering the income targets and building in additional payroll costs to enable the sports venues to operate effectively based on the day to day requirements of the leisure centres, plus there is a provision for £100k to create the reserves in line with the approved Reserves Policy.

8 Plans

8.1 Corporate

Corporate Aim 1: To build an effective partnership with East Renfrewshire Council							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES (Targeted Completion Date)	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C1.1	Review Service Level Agreements and Support Services provision with ERC	Suite of revised SLAs in place, with clear KPIs and reports	Effective, value for money services; Transparent costs to allow accurate calculation of the true cost of the business units.	April 2016	ERC	Strategic Aim A	
C1.2	Work with any relevant partners to create an ERCL Asset Management Plan	to develop a clear vision for ERCL operated properties	The management, maintenance and development of ERC-owned / ERCL managed properties are sustainable, and planned in alignment with ERCL Business Plan, Strategic Priorities and timetables.	August 2016	ERC	Strategic Aim A	
C1.3	Work with ERC to develop a shared Vision for ERCL	Clear recognition of ERCL as the best vehicle for the delivery of publicly funded culture and leisure programmes, projects and initiatives, and a mechanism for planning these with ERC and other public sector partners	A clear development strategy for ERCL and the portfolio of existing or planned business units, that recognises our expertise, track record, partnerships and aspirations	April 2016	ERC	Strategic Aims A. B. C and D	

Corporate Aim 2: ERCL Board and Executive work well together							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C2.1	Board and Sub-committees meet regularly	Papers issued timeously to support a regular programme of meetings	Effective decision making by the Board Clear Accountability	April 2016	n/a	Strategic Aim A	

			Managed Risk				
C2.2	Training and development is in place for ERCL Board	Board is trained and process for non-exec assessment is in place	Governance structures are sound Board assessment by external party undertaken and remedial actions in place	April 2016 Sept 16	n/a	Strategic Aim A	
C2.3	Review and revise SMT Management Structure	Revised job descriptions, and organisational structure, and necessary measures in place to plan succession and	Coherent and resilient management structure in place	Sept 2016	n/a	Strategic Aim A	

Corporate Aim3: Clear Budget and Performance Targets are set and met							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C3.1	Business Planning Framework in place, with clear timetable for approvals	Business plan, including ERC budgetary commitments (Management Fee, Property and Maintenance allocations, Support Services, purchase of New Moveable Assets) is agreed by both parties	Clear timetable for Business Planning in place with ERCL and ERC / public sector budget-setting and planning milestones aligned	April 2016	ERC	Strategic Aim A	
C3.2	Service Strategies are renewed	New Strategies developed for Libraries, Arts and Community Facilities (Sports due for review 2018/19)	Strategies agreed by Board and Council	April 16 (Arts & Heritage) Sept 2016 (Libraries) Dec 2016 (Community Facilities)	ERC SLIC	National frameworks and strategies Strategic Aim E SOA 1, 2, 3	

Aim: Corporate Aim 4 Effective Marketing Strategies, Plans and Materials are in Place							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C4.1	Internal Communications	Newsletter; CEO / SMT Blog; Staff Forum; Staff suggestions scheme; intranet	Effective internal communication is in place as a platform for staff engagement	July 2016, bar intranet (October 2016)	n/a	Strategic Aim C	
C4.2	Engagement	NEW Events calendar mapping all engagement activities (Open days; surveys; AGM; customer feedback and suggestions mechanisms) Community Engagement Plan	Effective engagement programmes are in place for communities' feedback and service planning	Customer feedback from Jan 2016; remainder by Dec 2016	n/a	Strategic Aim B & C	
C4.3	Press and PR	At least one good piece (print, web or broadcast) per week generating min £250k AVE p.a.	Effective (volume, value and content) PR coverage	April 2016	PR Consultancy ERC Marcomms	Strategic Aim B	
C4.5	Website	Tender and procure web design agency; revise content, including creating film and AV; align to booking systems	New website offering full on-line sales functionality for all core (existing) services	July 2016	ERC ICT Web Design Consultancy	Strategic Aim B	
C4.6	Social Media	Revise social media: rationalise Facebook presence; train authors and editors; establish policy and protocols;	Coherent and effective Social Media Strategy with detailed PIs	August 2016	PR Consultancy ERC Marcomms	Strategic Aim B	
C4.7	Printed Media and Marketing Collateral	Revise marketing collateral;	Cost-effective suite of consistent marketing materials	July 2016	ERC Marcomms Branding & Web Consultants ERC ICT	Strategic Aim B	

C4.8	Develop new brand identity	Create Branding Brief including brand architecture; creative /identity; key iterations and brand guidelines	Clean, clear and resonant brand identity for ERCL and constituent parts	Mar 2017	ERC Marcomms	Strategic Aim B	
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Corporate Aim 5: Safety							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C5.1	Develop and implement ERCL Child & Adult Protection Policy	100% of ERCL staff are aware of the Child Protection Policy Design & deliver staff training ,	Adults and Children are protected when taking part in activities and/ or visiting ERCL facilities	May 2016 (policy approved) Dec 2016 (training complete)	ERCL, CHCP	Strategic Aim D SOA 4	
C5.3	Civil Contingencies	Business Continuity Plans are revised and update by Summer 2016	Business Continuity and Civil Contingency plans are in place.	May 201	ERC	As above	
C5.4	Health And Safety Policy in place	H& S group established (ERCL / ERC / Education)	Joint H&S Policy in place	May 2016	ERC	Strategic Aims C& D SOA 4	

Corporate Aim 6: Review and implement ERCL Letting and Charging Policy							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C6.1	Review and roll out Letting Policy across all ERCL services	Review and mapping of "Lettable Spaces"; Pricing policy in line with services' disparate KPIs Communication with customers and mitigation	ERCL will have a clear and concise letting policy that supports the aims and objectives of the organisation and maximises the use of assets measured against a clear index for all "lettable" space.	July 2016 (mapping of lettable spaces) Sept 2016 (Pricing policy) Jan 2017 (Communication plan for April 2017 implementation)	ERCL	Strategic Aims A & B SOA 3	

C6.2	Product Development	Agreed schedule of new products for market testing	ERCL will have a clear business planning and testing policy for new products	Sept 2016		Strategic Aims A & B SOA 4	
C6.3	Sports Centre Programming Review	Identify / eliminate conflicts in current programming; devise programmes for new sites / utilise under-utilised venues	Maximised income from leisure centres through creative scheduling and programming	Sept 2016		As above	
C6.4	Review Concessions Policy	Review / replace 'All Access Card'	New membership scheme	Jan 2017 April 2017 Implementation	ERC Young Scot National Entitlement agencies	As above	

Corporate Aim 7: Implement "Green" strategy across all sites							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C7.1	Develop a Green Strategy for ERCL	New Green Strategy including action plans and measures	Approval by Board	Mar 2017	ERC	Strategic Aims A & D SOA 3	
C7.2	Explore energy-efficient / green innovation	Identify partners and scope for energy sustainability objectives for 2017 Business Plan	Recycling energy; identifying sustainable sources of energy or initiatives for reduction in waste.	Apr 2017	ERC Economic Development	As above	

Corporate Aim 8: Implement a People Strategy across the organisation							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C8.1	Develop a People Strategy for ERCL	New People Strategy including action plans and measures	Approval by Board	Aug 2016	ERC	Strategic Aims A & C	

C8.2	Develop a training plan for staff inc CEO and Leadership Group (Senior Management Team and Senior Managers)	Leadership Training, CPD and volunteering strategies in place for 2016/17	Aligned CPD and volunteering programmes	July 2016	ERC	As above	
C8.3	Developed revised Appraisal and CPD policy	Revised appraisal process developed in line with core organisational values and departmental development objectives	Agreed appraisal policy and procedures	May 2016 (Policy agreed) Mar 2017 (fully implemented)		As above	
C8.4	Staff Recognition and Awards Scheme	Annual staff awards event with recognition categories aligned to Values	Increased staff engagement as demonstrated in annual engagement survey	August 2016		Strategic Aim C	
C8.5	Healthy Working Lives (HWL)	HWL Gold status	Maintain / Secure Gold HWL status	Oct 2016	HWL	Strategic Aim C	
C8.6	Change Champions	Establish champions for each of the core values with projects to develop these and the organisation	A suite of projects and programmes to advance the organisation(al values)	August 2016		Strategic Aim C	
C8.7	Staff Feedback	Staff Forum Change Champions	Revised staff groups	April 2016		Strategic Aim C	
C8.8	Investors In People (IIP) Accreditation	IIP Health Check	IIP Health Check giving an action plan for key people development activities with possibility of sign up to IIP in 2017/18	Jan 2017		Strategic Aim C	
C8.9	Staff Engagement / Wellbeing Survey	An annual survey to measure staff engagement and/or a measure for staff health and wellbeing undertaken annually	Clear measures of staff engagement and staff wellbeing to inform management plans	Jan 2017		Strategic Aim C	

Corporate Aim 9: Customer Service Excellence							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C9.1	Avoidable Contact and the ERCL Customer Journey	Conduct an audit of customer contacts to identify proportions of face-to-face / telephone / email / postal / web and mobile contacts.	Reduction of the proportion of avoidable contacts within ERCL that are a poor use of customer and officer time	Audit Complete August 2016	ERC	Strategic Aims A & B	
C9.2	CSE retained in Libraries	Customer Service Excellence Accreditation retained in ERCL Libraries	Sustained customer service improvements in libraries	June 2016	CSE Accrator	Strategic Aim B	
C9.3	CSE achieved for Sports Venues	Customer Service Excellence Accreditation achieved by 2017	Sustained customer service improvements in Sports Venues	Dec 2017	CSE Accrator	Strategic Aim B	
C9.4	Channel Shift	Purchase and Implement Join at Home and Learn 2 Increase on-line transactions by 20%; Reduce telephone contacts by 20%; Reduce postal contacts by 75%	Improved customer service experience; reduced costs; increased sales and retention through increased convenience and less friction of key transactions	May 2016 Purchase and Implementation Mar 2017 (evaluation to FAR)		Strategic Aims A & B	

Corporate Aim 10: Commercialisation Strategy							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C10.1	Develop a Commercialisation and Ancillary Income Strategy	A costed plan for full implementation by end of 2016	Clear targets around retail, catering, advertising, un-restricted fundraising	Aug 2016		Strategic Aim A	
C10.2	Develop a Fundraising strategy for ERCL	Launch of fundraising programme 2017, with 50% increase in number of grant applications submitted, versus 2016	A clear fundraising strategy for unrestricted and restricted income, including a case for support and fundraising mechanisms	Aug 2016		Strategic Aim A	
C10.3	Provide customers with opportunity to make online payments	Increase number of customers paying online by 5%	Customer able to make payment on line	Nov 2016	Customers, MRM	Strategic Aim A	
C10.4	Deliver a range of business process reviews across all ERCL services	We will review a minimum of 2 key business processes across our services per annum 2016 – Invoicing and payroll	Streamlined / Lean processes in place for key functions of invoicing and payroll across ERCL. Improved staff utilisation and moral due to more efficient processes. Plan for Streamlined / Lean processes reviews for all key functions across ERCL	July 2016 Sept 2016	ERCL	Strategic Aims A & B	

Corporate Aim 11: To promote social well-being by providing space, resources and activities for the community							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
C11.1	Work with colleagues on redesign of Thorntree Hall	New Thornliebank Library integrated with Thorntree Hall	More attractive offer to customers Increased services available	April 2017 (Schedule Capital Project Completion)	ERC – Economic Development	Strategic Aims A, B and E	
C11.2	Work with colleagues in the Foundry to develop Barrhead library	More staff in Foundry confident to deliver library services	Increased staff skills, confidence and knowledge Improved customer service Increased library users/ KPIs	May 2016	Trust staff	Strategic Aim B and C	

8.2 Sports Development

Sports Development Aim 1: Build the Capacity of Community Sport to build a vibrant community – Community Sports							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
SD1.1	In Partnership with Scottish Volleyball deliver a school and community participation volleyball programme	Increase junior volleyball participation by 2%	Development of an East Renfrewshire Volleyball Club	April 2017	Scottish Volleyball Association Schools sportsotland	East Renfrewshire Council's Sport and Physical Activity Strategy Strategic Aims B & D	
SD1.2	Work in partnership with local sports clubs in Clarkston to develop a constituted Hub organisation	Increase junior membership of local sports clubs within hubs to 8,000	Development of a Clarkston Community Sports Hub	Dec 2016	Local sports clubs, governing bodies, sportsotland, schools	East Renfrewshire Council's Sport and Physical Activity Strategy Strategic Aims B & D	
SD1.3	Recruit and train gymnastics development co-ordinator and develop and expand the gymnastics programme	An additional 300 children and young people participating in gymnastics	East Renfrewshire is a centre of excellence for gymnastics	Nov 2016 (Co-ordinator recruitment) Mar 2017 (increased participation)	Sports Facilities, schools, Scottish Gymnastics	East Renfrewshire Council's Sport and Physical Activity Strategy Strategic Aims B & D	
SD1.4	Work in partnership with local football clubs to establish an authority wide framework for playing 4's and 7's (four or seven – a side) football	Increase the number of children playing 4's and 7,s football by 2%	Development of an East Renfrewshire Small Sided Games Association	Dec 2016	Local football clubs, SFA, schools, parks	East Renfrewshire Council's Sport and Physical Activity Strategy Strategic Aims B & D	
SD1.5	Work with internal and external partners to develop, design and deliver an activity programme aligned with the 2016 Olympic Games	Increase junior participation in sport by 2%	Development and delivery of a Road to Rio Olympic Games programme	June 2016 (Curricular Programme) July 2017 (Wider Road to Rio Programme completion)	Local sports clubs, schools, facilities	East Renfrewshire Council's Sport and Physical Activity Programme Strategic Aims B & D	

Sports Development Aim 2: Financially sustainable business model – Swimming Lessons							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
SD2.1	Implement an online course management system for swimming lessons in all four pools to improve customer service and improved tracking data	Channel shift 100% of swimming lesson progression online	Increased attendances on the Learn 2 Swim programme and improve continuous assessment	June 2016	Gladstone	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aims A & B	
SD2.2	Work in partnership with REN 96 Swimming Club to develop a disability section of the main swimming club	100% of ERCL disabled swimmers are offered access to a (REN 96) members programme	Increased number of disabled members of REN 96	Sept 2016	REN 96 Swimming Club Scottish Swimming Sportscotland	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aims B & D	
SD2.3	Plan and deliver 2 x casual swimming promotions	Increase casual swimming by 1% in all 4 pools over July/Aug	Promote the value of casual swimming through the Rio Olympic Games	Aug 2016	ERCL internal	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aims A & D	
SD2.4	A BME swimming programme will be developed	Pilot project in Eastwood HS will be launched Spring 2016 and evaluated summer 2016 with a view to wider roll-out	Hard to reach and under-represented (non) users targeted to increase participation levels	June 2016 (evaluation)	ERC DiversityER	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim B, D	Programme launched Jan 2016

Sports Development Aim 3: Financially sustainable business model - Gym & Fitness							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
SD3.1	Purchase and implement Customer Experience Management software to track and improve customer engagement in our gyms aligned to staff training and development programme	Improve gym retention to under 55.0	Increased number of gym members	April 2017	Gladstone	Strategic Aim A	
SD3.2	Develop and implement a Marketing and Communication strategy for gyms and fitness	Increase community awareness and new customer joining above 100 per month	Increased number of gym members	Oct 2016	ERC Communications Team, internal partners	Strategic Aim A	
SD3.3	Explore the Business Case for a Spin Studio in Barrhead Foundry to improve our gym offer to better compete with competitors	Report to FAR Committee Nov 2016	Increased number of gym members and increase the number of fitness class attendances in Barrhead Foundry	Nov 2016 (Report to FAR)	ERC Sporta Strategy	Strategic Aims A & D	
SD3.4	Explore the Business Case for a Cross-fit budget gym in Neilston Leisure Centre	Report to FAR Committee Nov 2016	Increased number of gym members in Neilston Leisure Centre	Nov 2016	ERC Sporta Strategy	Strategic Aim A, D	
SD3.5	Undertake a feasibility study to look at extending the opening hours of the gyms (early morning opening 6.30am, and Sat/Sun)	Improve the gym offer through matching customer requirements increasing gym membership to 2,650	Increased number of gym members	April 2016	Internal ERCL	Strategic Aims A, B & D	

Sports Development Aim 4: Resilient, dynamic and productive partnerships that are developed and nurtured – Active Schools							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
SD4.1	Development and delivery of a Sports Leadership Academy programme targeting 2 pupils from each Secondary School within East Renfrewshire	14 Junior Sports Leaders are trained and supported to volunteer and lead the development of sport in their school and community	Increased number of pupils participating in sports activities	Aug 2016	Governing Bodies of sport, local sports clubs, community sports hubs	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim D	
SD4.2	Develop and deliver an ER Inter Secondary School Games and Intra Authority School Games	All 7 Secondary Schools participate in an Inter School and Intra School competition framework	Increased number of Secondary School aged pupils participating in Inter/Intra School sport competitions	Jan 2017	Schools, local clubs, local authorities, governing bodies of sport	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim D	
SD4.3	Develop and deliver a yearly ERCL Sports Coaching and Volunteer Awards event.	Celebrate the success of volunteers, coaches, athletes and officials	Increased number of people participating in sports activities	Nov 2016	Local sports clubs, community sports hubs, governing bodies of sport, sportscotland	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim D	
SD4.4	Develop and deliver a 'scoot to school' project in all primary schools	10 Primary Schools participating in an incentive-based travel to school project	Increased number of pupils participating in extra-curricular activities	Mar 2017	Schools, ER Transport Services	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim D	
SD4.5	Work in partnership with Secondary School PE Departments to widen the extra-curricular girls offer	Fit for Girls programmes in all 7 Secondary Schools	Increase the % of teenage girls participating in extra-curricular sport and physical activity	Mar 2017	Schools, local sports clubs, governing bodies of sport, sportscotland	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim D	

SD4.6	Plan and deliver an extra-curricular sports activity programme to encourage pupils in deciles 1,2 and 3 to participate	9 targeted primary schools participating in the Determined to Succeed in Sport programme	Increased number of pupils from deciles 1,2 and 3 participating in extra-curricular sports activities	Mar 2017	Schools, local sports clubs, Community Sports Hubs	East Renfrewshire Council's Sport and Physical Activity Strategy. Education Scotland Closing the Gap	
SD4.7	Develop and deliver a daily mile walking/running challenge into all primary schools	9 Primary Schools participating in a Daily Mile Challenge	Increased number of pupils participating in extra-curricular activities	Mar 2017	Schools/ERCL	East Renfrewshire Council's Sport and Physical Activity Strategy. Strategic Aim D	

8.3 Libraries, Learning and Information

Aim: 1. To provide a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
LLI 1.1	Review stock provision in libraries with a focus on DVDs	Revised Stock Policy	Transparent costs for DVD provision to allow accurate calculation of business cost More attractive offer to customers	April 2016	Bertrams book supplier	Strategic Aim A and B	
LLI 1.2	Review current contract for book supply which expires in 2016	Renewed Contract	Reduced costs, value for money service	June 2016	Scotland Excel ERC - Procurement	Strategic Aim A	
LLI 1.3	Review e-books supplier	New improved and more cost effective e-book platform	Reduced costs, value for money service More attractive offer to customers	May 2016	E-book suppliers ERC - Procurement	Strategic Aim A & B	
LLI 1.4	Roll out Every Child A Library Member project (in line with Scottish Government policy and sector best practice) to further libraries	Every child a library member becomes the norm	100% library membership for children in targeted areas	January 2016	SLIC ERC – Education dept.	Strategic Aim B & D Scottish Government's Raising Attainment Policy	

Aim: 2. To provide access to information and promote and support digital inclusion							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
LLI 2.1	Introduce a mobile tablet version of Library Management System in all libraries	21 st century libraries Agile working	Staff have more flexible ways of working and space is created in libraries by removal of bulky desks	Oct 2016	ERC	Strategic Aim C	
LLI 2.2	Phased replacement of self-service hardware in four large libraries	21 st century libraries	More efficient technology and more attractive offer to customers	2016- 2020	ERC	Strategic Aims B & D	
LLI 2.3	Redesign of the online catalogue	Improved virtual library	More attractive offer to customers	Jan 2017	Capita	B	

Aim: 3. To promote culture and creativity and increase cultural engagement through a program of events and activities							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
LLI 3.1	Work with colleagues in the Cultural Development Team to provide a programme of events and activities including Book Week Scotland and Local History Week	New programme of events	Diverse programme of events for all ages More attractive offer to customers	Dec 2016	Trust staff	Strategic Aims A, B & D	

LLI 3.2	Make and deliver a reader development plan	Reader development targeted, using digital and health agendas.	<p>Extended reader development within arts, heritage and venue based digital programmes</p> <p>Reader development identity is developed and capitalised within dementia provision, supporting schools digital capacity and within Creative Scotland's plans</p> <p>The heritage service identity is developed and sustainable</p> <p>Outcomes are realised impacting upon people and place.</p>	Sept 2016	Creative Scotland, Nesta, Coder Dojo, Maklab, Age UK, Health and Social Care Alliance, Paul Hamlyn Foundation, Robertson Trust, Inspiring Scotland	SOA 1, 2 & 5 Strategic Aims B & D	
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Aim: 4. To promote economic wellbeing by supporting customers through 'digital by default' and Universal Credit							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
LLI 4.1	Review current ICT learning courses in light of Digital by Default agenda	New programme of classes	Improved employability, skills and of targeted groups	Oct 2016	ERC – Adult Learning Team Job Centre Plus Work ER	Strategic Aims D & E	

8.4 Arts & Heritage

Aim 1: Develop Cultural Development Capacity							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
A&H 1.1	Extend heritage collections and local history provision.	All aspects of heritage are available and maximised for public access to 50% more people	Extended heritage; museum/collections and local history provision A rotation of heritable artefacts is managed Museums Galleries Scotland support is sought to develop and train	June 2016	ER Economic Development, Third Sector, Heritage Lottery Fund, and community services, grant funders, MGS	Our Place in Time national heritage strategy, HLF National Strategy, MGS: Going Further strategy Strategic Aims B, D and E	
A&H 1.2	Develop a programme of heritage activity across the area within and out with our venues	Heritage is delivered in the heritage centre, libraries and other community facilities to ensure reach to 50% more people in year one	There is variety and accessibility for more people to access more of their heritage	Nov 2016	Third Sector, Heritage Lottery Fund, HSCP, Health and Social Care Alliance, Age UK, Schools,	Our Place in Time national heritage strategy, HLF National Strategy, MGS: Going Further strategy Strategic Aims B, D & E	
A&H 1.3	Develop partnerships with schools and older persons organisations	A menu of activities are available to all schools and health centres to target participatory activity	The full range of educational, health improvement and place making benefits are realised	Nov 2016	Schools, HLF, Older Persons organisations, private sector and HSCP	Our Place in Time national heritage strategy, HLF National Strategy, MGS: Going Further strategy Strategic Aims B, D & E	
A&H 1.4	Make a plan for chargeable and externally funded services	A three year funding plan is in place	A balance between free, fee based and grant funded work is identified The enquiry service, microfilm and photographic printouts, research service, 121 support service, inspection fee, GIS mapping services, archiving, collections curation and display, interpretation and audience development, as well as programmes of family history group work is developed and capitalised upon.	Apr 2016	External funders and partners	Our Place in Time national heritage strategy, HLF National Strategy, MGS: Going Further strategy Strategic Aim A	Draft plan in progress and HLF application due for submission January 2016

			Additional project work such as reminiscence boxes, heritage trails, historic buildings interpretation groups, etc. are deliverable				
A&H 1.5	Develop the identity and visibility of the heritage centre and services through a defined plan	The service is marketed and visible to everyone in the area	<p>More people are aware of the service and are able to access it</p> <p>We build upon our evaluations by collating better and making regular case studies</p> <p>Build upon HGIOCS by developing indicators to measure against to understand the impact the service has on people's lives and the preservation of local history.</p> <p>Our Portal to the Past website continues to be developed and updated with further marketing around it and incentives to bring people to it</p>	Dec 2016	Local media, funders, partners and other departments	Our Place in Time national heritage strategy, HLF National Strategy, MGS: Going Further strategy Strategic Aim A, B, D	

Arts & Heritage Aim 2: Visual Arts							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
A&H 2.1	Extended visual, music, expressive arts and digital arts classes	Engagement with the public from age 3 onwards to older age Provide five more classes in season one within venues and develop 5 more each season within venues and community halls.	<p>There is more variety and choice for the public</p> <p>Classes take place in local places</p>	Apr 2016	Creative Scotland, HSCP, schools, community organisations	Creative Scotland Strategic Aim D	

A&H 2.2	The arts service identity is developed and sustainable	The service is visible to all- more commissions and customers: 5 more agencies and partnerships are formed each season	Increased quality and reputation Reduced competition Increase networks, partnerships and communications both local and national	Nov 2016	Creative Scotland, HSCP Arts Strategy Group, schools, community organisations	Creative Scotland Strategic Aim D	
A&H 2.3	Both a venue based and outreach services are available	Reach as wide as possible an audience and customer base beginning with venue provision and moving into 3 external venues i.e. nursing homes, health centres, housing associations	Increased access and reduced barriers to active participation Agile and scalable delivery model	Apr 2017	HSCP, schools, community organisations	Creative Scotland Strategic Aims B & D	
A&H 2.4	Both chargeable and targeted grant funded programmes and services available	Broad mixes of services are available to the public and as commissions. Three commissions are secured.	Maximised audience, output and sustainability. Provision for leisure and wellbeing as well as for business and community benefits A funding plan developed and reviewed A reviewed fees and commissions policy	Apr 2017	Funders, schools, community organisations, private business	Strategic Aim A	
A&H 2.5	Partnership opportunities are maximised	The benefit of visual arts is realised both internally and externally with 3 new partnerships developed	Promotional work for other areas of ERCLT business i.e. sports, halls promotional heritage arts projects, staff development opportunities using art and marketing Resources are shared with health, community safety, Parks and private sector.	Mar 2017	Private and community sectors	Strategic Aim E	

A&H 2.6	Develop mechanisms to support delivery development	Co-ordination and understanding customer's needs- increased engagement, retention and satisfaction	<p>Develop a tutor database</p> <p>Develop a team communications system</p> <p>Develop evaluations for all activity and collate</p> <p>Develop a pricing policy</p> <p>Develop an arts materials ordering system</p> <p>Develop a wider team/venue approach to maximise customer satisfaction overall</p> <p>Develop cross selling and links with sport to enhance customer experience and use of serves</p>	Mar 2017		Strategic Aim A, B, C	
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Arts & Heritage Aim 3: Theatre and Performance Arts							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
A&H 3.1	Develop a critical friend or cultural audit of the theatre	An objective analysis of the theatre is provided	<p>A revised plan and new ideas authorised</p> <p>The beginning of an artist's or intern in residence programme</p>	Apr 2016	Other theatre or Creative Scotland	Visit Scotland, Federation of Scottish Theatre, Creative Scotland Strategic Aims A & E	Consultancy scoped Jan 2016
A&H 3.2	Develop more professional variety	Attract 30% more customers	The public have more variety i.e. a regular comedy night, opera, ballet, music and performance from professional theatre within the national/international touring network	Aug 2017 (in line with contracted / existing hires and programmed schedule)	Theatre and comedy networks, governing bodies and network organisations	<p>Visit Scotland, Federation of Scottish Theatre, Creative Scotland</p> <p>Strategic Aims A, B & E</p>	

A&H 3.3	Develop systems and structures for sustainability	A Theatre Strategy is developed	<p>A transparent policy is in place for both professional and non-professional theatre</p> <p>Staff have clear and defined ownership of their roles and responsibilities</p> <p>Programming rationale is available and transparent</p> <p>A record of charges; revised technical costs, support charges, terms and conditions and agreements are in place and equal for all groups</p>	April 2016	THUGS, Creative Scotland, wider community	<p>Visit Scotland, Federation of Scottish Theatre, Creative Scotland</p> <p>Strategic Aims A, B & C</p>	
A&H 3.4	Make a longer term development plan for venue based and outreach delivery	Reaching 25% more audience across the area. Reaching 10% 'seldom heard' audiences	<p>More people can access theatre</p> <p>More people can take part in creating theatre</p> <p>Barriers are removed</p> <p>Performance art is better understood</p> <p>Grant funding is accessible through targeted groups and specific outcomes</p>	Aug 2017	Funders, various partners, Youth Services, Social Work and HSCP	<p>Visit Scotland, Federation of Scottish Theatre, Creative Scotland</p> <p>Strategic Aim A, B</p>	
A&H 3.5	Develop a menu of services	Engagement with all secondary schools and agencies such as health and emergency services. We can plan for regular/ 6 per year services provided	<p>Schools can access performance, stage, technical, artistic, playwriting, etc. services to compliment teaching</p> <p>Other agencies can access performance to compliment health and community safety agendas</p>	Nov 16	Universities, colleges, schools, other venues and hires.	<p>Visit Scotland, Federation of Scottish Theatre, Creative Scotland</p> <p>Strategic Aims A & E</p>	

A&H 3.6	Communications and marketing plans are in place	Consistent messages are received, discussed and outgoing to increase numbers and experience. 80% of customers are consulted and have a mechanism to provide feedback	An audience evaluations system is created, implemented and reviewed An internal communication system is created for the benefit of the mixed functional team Marketing is reviewed within and out with the venues to incorporate new methods The theatre experience is fully understood and provided	July 2016	Evaluation Support Scotland, HGIOCS and internal team	Visit Scotland, Federation of Scottish Theatre, Creative Scotland Strategic Aim B	
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Arts & Heritage Aim 4: Reader Development							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS?PRIORITIES/THEME	PROGRESS
A&H 4.1	Bridge arts and heritage with reader development	50% more people can access a range of overlapping cultural services	Reader development is weaved within arts and heritage People can access more depth and breadth of service Projects can be developed that have a wider impact We are working in line with Creative Scotland funded programmes on reader development and the further links this will bring such as their film-making funds	Sept 2016	Creative Scotland, SLIC, external funders	SLIC, Scottish Book Trust, Creative Scotland, Health Improvement Strategic Aim B, E	
A&H 4.2	A thematic action plan is made and linked with other cultural provision and national events	More people can access and plan ahead for interaction with our calendar-50% more people can view and access the calendar	An annual calendar of national events is populated and merged with heritage and arts to form a wider forward plan and variety of activity-all opportunities and joined up work harnessed	July 2016	Other ELCLT teams	SLIC, Scottish Book Trust, Creative Scotland, Health Improvement Strategic Aim B	

A&H 4.3	Further develop author events and thematic programmes to have a wider impact	Bring 50% more people to events, festivals and themed activity	Book cafe models are developed Themed festivals based upon literature genres or outdoors events Therapeutic reader services are developed	Mar 17	Writers, funders, communities, schools, ERC	SLIC, Scottish Book Trust, Creative Scotland, Health Improvement Strategic Aim D	
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Arts & Heritage Aim 5: Creative Hubs							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS?PRIORITIES/THEME	PROGRESS
A&H 5.1	Explore opportunities for making a 'makerspace' hub Explore partnerships and funding to begin the hub	Bring together makers into a formalised hub that links schools to clubs to Trust services. Engage 8 secondary school pupils through a pilot project and 100 people per year through the service	Connections are made between education, community and Trust services People can access our 3D printer and technical support People can access creative projects People can access technology, gaming, programming for the purpose of making, collaborating, experimenting, learning and playing. The Trust is formally networked into Creative Learning Networks A local maker hub is formed for the benefit of all	Dec 2016	Business Gateway, UWS, Bell College, Skills Development Scotland, Work ER, Economic Development, Education, Creative Learning Networks	Scottish Government Digital priorities, Education Scotland, Nesta Strategic Aim BD	Draft business case in development
A&H 5.2	Explore opportunities for making a heritage hub	Bring together 8 local history and heritage groups and individuals	Connections are made between education, community and Trust services Current groups can work together for many benefits and to join resources	Dec 2016	HLF, MGS, Local history, heritage and local studies groups	Community Empowerment Business Plan Strategic Aim D	

A&H 5.3	Explore opportunities for making the following additional hub: -visual arts and public art -photography, film and animation -Amateur theatre -traditional crafts	30 groups are brought together within separate hubs	Connections are made between education, community and Trust services Current groups can work together for many benefits and to join resources	Mar 2017	Creative Learning Networks, external funders and various cultural groups	Community Empowerment Business Plan Strategic Aim D	
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8.5 Buildings, Venues & Community Facilities

Aim: 1. Barrhead Foundry Operates Efficiently and Effectively as a Flagship Venue for ERCL and Barrhead.							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV1.1	Complete Foundry (internal)	Complete Foundry redevelopment (internal)	The Foundry delivers the vision set for its redevelopment	Dec 2017	ERC (PaTs; Comms Team)	Strategic Aim A ERC Capital Programme	CPA submitted for outstanding works
BV1.2	Complete Foundry (External)	Complete carpark and public realm works	Improved Access for all customers	Mar 2016	ERC (PaTs; Comms Team)	Strategic Aim A ERC Capital Programme	Pre start meeting complete, work starting imminently
BV1.3	Review satisfaction with existing partnerships and create a regular "Local Board" forum to manage in the future	Establish a quarterly Barrhead Foundry Partnership & Programming Board(s).	Renew existing partnerships. Co-ordinated and planned approach to improve customer usage and direct new customers to partners. Secure new business and maximise room utilisation.	Review April 2016; Board meeting from Oct 2016	Business Gateway; Skills Development Scotland; Work ER; UWS; West Collage Scotland; ERC Enterprise; L & C Brown; Customer First	Strategic Aim A, D & E	
BV1.4	Identify new partnerships	3 new partnerships secured 2016/17	Usage is planned to ensure income targets are met	March 2017			

BV1.5	Continue to improve staffing resilience and review effectiveness of current team leadership model	Undertake a Demand Analysis of Team leader role and duties, to identify areas which can be refocused on customer service.	Ensuring Staffing resource effectiveness is maximised and is focussed on improving customer service	Apr 2016	ERC HR	Strategic Aims A, B & C	
BV1.6	Review security arrangements to provide safe environment for staff and visitors alike	Address incidences of anti-social behaviour to protect staff and maximise attendance, and increase security through police partnership and staff training	Safety is prioritised and operations are as efficient as possible.	June 2016	ERC - HR ; Community Safety Police Scotland	Strategic Aim D	Review begun Dec 2015

Aim: 2. Eastwood Park Leisure Complex delivers a wide and diverse programme of sport and culture to meet local needs							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV2.1	Review current customer engagement and programming to identify gaps.	New products and improvement plans for Theatre, Arts Classes, Gallery Space and Carmichael Hall (jointly) to increase attendances by 10%	Improved customer attendances and increased income.	April 2016	EP Theatre THUG Group; Creative Scotland	Strategic Aims A & B	
BV2.2	Establish a Programming Board(s) to cover activities of the centre.	Meets quarterly by 2016-17	Clear Programming criteria and cross service programming to ensure customer needs are met.	Ongoing 1 st Meeting(s) by Oct 2016		Strategic Aim B	

BV2.3	Identify alternative venues for wider / expanded programme and activities.	Expansion of activities across 3 new venues / wards by Dec 2016	20% increase in arts participation by April 2017	Plan - April 2016. Outcome – April 2017		Strategic Aim A, B & D	
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Aim: 3. A full Programme is in place at Eastwood High School to meet the needs of ERC & ERCL							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV3.1	Work with School PE staff to ensure programme is clearly booked within the MRM system	Reduction in Cost per visit of 10%	All attendance / visit information captured fully – contributing to reduced cost per visit indices	May 2016	ERC EHS PE Staff; ERC Performance and Quality officer; ERC MRM systems administrator.	Strategic Aims A & D	
BV3.2	Undertake Feasibility study of daytime programming during term times, esp. school swimming lessons	Costed proposal for discussion with ERC	Increase participation in programmes and income from improved use of asset.	Aug 2016	ERC EHS PE Staff; ERC School Management; ERC H&S support; Swim Development Staff	As above	
BV3.3	Develop management plan for external facilities, (pitches, courts, tracks etc.) including partnership agreements and fixed payment plans in time for core programme starting after School Holiday Programme.	Increased booking of external facilities 15%;	Controlled access to external facilities	Aug 2016		As above	

Aim: 4. To Deliver a Vision for Neilston Leisure Centre at the Heart of the Community							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV4.1	Improve Partnership links with Neilston Development Trust (NDT) including participation in NDT loyalty scheme	20% increase in pool usage	Increased usage of Neilston pool to 2011 levels by 2017	Mar 2017	NDT	Strategic Aims B & D	
BV4.2	Develop Neilston Pool as primary training facility for Ren 96	Partnership agreement with Ren96	Ren 96 partnership allows for development of local talent and a focus for the facility	Sep 2016	REN 96	As above	

Aim 5: Increase booking information available on line							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV5.1	Upgrade booking system in line with website development and online payment capability	Reduce customer availability enquiry checks by 10%	Customer able to check availability on- line	Dec 2016 (evaluation)	Customers, MRM	Strategic Aims A, B	
BV5.2	Provide customers with opportunity to make online payments	Increase number of customers paying online by 5%	Customer able to make payment on line	Dec 2016 (evaluation)	Customers, MRM	Strategic Aims A, B	
BV5.3	Develop mechanism for reporting on "last minute" booking function for halls and schools	Increase visitor numbers from "last minute" bookings by 1000 customers	Last minute bookings space identified and advertised	Oct 2016	MRM	Strategic Aims A, B	

Aim 6: Increase visitor numbers to Halls and Schools							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV6.1	Develop and adopt a more fully integrated approach with other ERCL services to maximise income and customer visits, via use of Community Halls and Schools.	Increase user numbers via ERCL by 10%	More customers using halls and schools at times when they are already staffed and therefore maximising use of resources to generate additional income to ERCL	June 2017 (evaluation of 2016 full year programme)	Sports Development, Arts and Culture Development	Strategic Aims A, B, D & E	Begun December 2015

Aim 7: Staff Training and Performance Reviews							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV7.1	Deliver site specific training for all Facility Officers in relation to Fire and COSHH	All staff refresher training completed between Dec 2015 and Dec 2016	Fully trained staffing compliment	Dec 2016	ERCL	Strategic Aims C	
BV7.2	Complete Level 1 bookings and scheduling training (6 month programme) with all Booking assistants	All staff training completed by Dec 2016	All Bookings Assistants competent and focused on best practise and understand the impact of their contribution to the customer journey and efficiency of the Community Facilities team	Dec 2016	ERCL	Strategic Aims A, B & C	

Aim 8: Clarkston Hall							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV8.1	Complete Refurbishment of Clarkston Hall entrance and foyer	Project complete within specified timescales	Improved customer access and toilet facilities	April 2016	ERC, Customers	Strategic Aims B	

Aim 9: Eastwood House							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV9.1	Develop Business case to maximise return on Eastwood House via weddings, conferencing and pop up events.	Paper to FAR Sep 2016	Clear Business Plan in place for the development of Eastwood House	Aug 2016	ERC	Strategic Aims A & B	
BV9.2	Address lack of parking at Eastwood House via Capital Funding request	Apply for Capital Funding 2016/17	Improved parking facilities at Eastwood House	Dec 2016	ERC	Strategic Aims A & B	

Aim 10: Performance							
ACTION No	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS & FUNDERS	PLANS/PRIORITIES/THEMES	PROGRESS
BV10.1	Maintain high levels of customer satisfaction via annual survey results	97% of customers either satisfied or very satisfied with service from Community Facilities	Retain existing customer base and build new custom via reputation.	Nov 16	Customers, Community Facilities Staff	Strategic Aims B & D	

9 Key Performance Measures

9.1 Reporting

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

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

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

9.1.1 Non Statutory Performance Reporting

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

Absence:-

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

Customer Comments:-

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

Targeted Participation:-

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

Health and Safety:-

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

Performance Indicators

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

9.2 Libraries

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

	<ul style="list-style-type: none"> • Fines and Hires income • Number of events and attendees • Total enquiries per 1,000 population • Average time for supply of requests • Summer reading challenge participants • Bookbug participants • Number of adult learning sessions • Number of adult learners
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9.3 Arts, Culture & Heritage

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

9.4 Sports Development

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

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

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

9.6 Community Halls and School Letting

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

10 Risks

A detailed Risk Register is being submitted to the Board for approval in later 2015/16. However, some key risks are worth highlighting here.

10.1 Budget

There is a need to realign the budgets to the operational reality of key areas. In terms of income this is particularly in relation to Sports and Libraries. In terms of costs, Sports Development and Venues are critical areas of focus.

10.2 Vision and Ambition for ERCL

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

10.3 Property and Maintenance

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

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

10.3 SLAs

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

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Appendices

1. Budget and Notes
2. Reserves Policy

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Glossary

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

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

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

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East Renfrewshire Culture & Leisure Trust - Summary

Budget Comparison Summary

	Budget 2016/17	Budget 2015/16	Variance	Notes
INCOME				
Service payment from ERC	4,284,638	4,530,800	(246,162)	
VR paid by ERC	487,000		487,000	
Earned income	3,769,800	3,956,800	(187,000)	
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TOTAL INCOME	8,541,438	8,487,600	53,838	
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EXPENDITURE				
Staff costs	6,250,878	6,376,300	125,422	
VR Costs	487,000		(487,000)	
Property costs	576,768	561,000	(15,768)	
Transport costs	33,168	36,800	3,632	
Supplies and Services	1,067,624	1,788,500	720,876	
Start up Allowance	0	(298,000)	(298,000)	
Third Party payments	23,000	20,000	(3,000)	
Transfer payments	3,000	3,000	0	
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TOTAL EXPENDITURE	8,441,438	8,487,600	46,162	
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NET SURPLUS/(DEFICIT)	100,000	0	100,000	1
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Notes:

1 Year 1 of planned reserve creation as per approved Reserves Policy

East Renfrewshire Culture & Leisure Trust - Arts

Budget Comparison Summary

	Budget 2016/17	Budget 2015/16	Variance	Notes
INCOME				
Service payment from ERC	0	0	0	
Earned income	120,400	158,600	(38,200)	1
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TOTAL INCOME	120,400	158,600	(38,200)	
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EXPENDITURE				
Staff costs	121,020	291,400	170,380	2
Property costs	0	0	0	
Transport costs	0	0	0	
Supplies and Services	74,900	143,700	68,800	3
Third Party payments	0	0	0	
Transfer payments	0	0	0	
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TOTAL EXPENDITURE	195,920	435,100	239,180	
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NET SURPLUS/(DEFICIT)	(75,520)	(276,500)	200,980	=Reduced Deficit
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Notes:

1 Revised Budgets based on current activity levels, however we are targeting additional self funded projects that could have a positive impact during 2016/17

2 Theatre staff transferred to Sports Venues

3 NDR savings	34,000	
Reallocation of costs	31,800	TRF to sports venues
	<u>65,800</u>	

East Renfrewshire Culture & Leisure Trust - Libraries

Budget Comparison Summary

	Budget 2016/17	Budget 2015/16	Variance	Notes
INCOME				
Service payment from ERC	0	0	0	
VR Funding	487,000	0	487,000	1
Earned income	56,600	88,100	(31,500)	2
TOTAL INCOME	543,600	88,100	455,500	
EXPENDITURE				
Staff costs	1,087,458	1,345,200	257,742	3
VR Costs	487,000	0	(487,000)	1
Property costs	52,267	51,800	(467)	
Transport costs	20,503	20,300	(203)	
Supplies and Services	218,800	351,700	132,900	4
Third Party payments	0	0	0	
Transfer payments	0	0	0	
TOTAL EXPENDITURE	1,866,028	1,769,000	(97,028)	
NET SURPLUS/(DEFICIT)	(1,322,428)	(1,680,900)	358,472	=Reduced Deficit

Notes:

1 Estimated cost (at time of business case) for VR as part of the Library restructure as approved by the Board on 6th October

2 Reduction in media income as budget does not reflect current income levels

3 Reorganisation Savings both Head count and reduced hours

4 NDR 44,500

Reallocation of costs 89,500 Computer Maint/ Training - central budget

134,000

East Renfrewshire Culture & Leisure Trust - Community Facilities

Budget Comparison Summary

	Budget 2016/17	Budget 2015/16	Variance	Notes
INCOME				
Service payment from ERC	0	0	0	
Earned income	649,100	622,100	27,000	1
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TOTAL INCOME	649,100	622,100	27,000	
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EXPENDITURE				
Staff costs	1,000,000	986,100	(13,900)	2
Property costs	135,083	134,200	(883)	
Transport costs	8,989	8,900	(89)	
Supplies and Services	255,824	394,700	138,876	3
Third Party payments	0	0	0	
Transfer payments	0	0	0	
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TOTAL EXPENDITURE	1,399,896	1,523,900	124,004	
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NET SURPLUS/(DEFICIT)	(750,796)	(901,800)	151,004 =Reduced Deficit	
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Notes:

1 General price increase no volume increase budgeted

2 Pay award & increments

3 NDR 134,900

East Renfrewshire Culture & Leisure Trust - Management

Budget Comparison Summary

	Budget 2016/17	Budget 2015/16	Variance	Notes
INCOME				
Service payment from ERC	4,284,638	4,530,800	(246,162)	1
Earned income	0	0	0	
TOTAL INCOME	4,284,638	4,530,800	(246,162)	
EXPENDITURE				
Staff costs	191,300	130,000	(61,300)	2
Property costs	17,765	8,400	(9,365)	3
Transport costs	0	0	0	
Supplies and Services	234,800	177,100	(57,700)	4
Start up Allowance	0	(298,000)	(298,000)	5
Third Party payments	0	0	0	
Transfer payments	0	0	0	
TOTAL EXPENDITURE	443,865	17,500	(426,365)	
NET SURPLUS/(DEFICIT)	3,840,773	4,513,300	(672,527)	

Notes:

- Reduction in service fee based on reconciliation
- Additional staff costs
- Reallocation of cleaning costs to head office
- Reallocation of costs

124,000	centralised computer maint and Training
-30,000	Reduction from original budget
-32,000	NDR
-30,000	2015/16 budget not required in 2016/17
25,000	Additional provision for VAT charge
<u>57,000</u>	
- Costs in Budget 2015/16 met directly by ERC

Service Fee Reconciliation

	2016/17	2015/16
Per Agreement	4010715	4567715
Agreed Adjs	-38915	-38915
Addit Budget adjsutments	-29500	
Revised Service fee	3942300	4528800
Other Adjs	342,338	2000
	<u>4,284,638</u>	<u>4530800</u>

Summarised below re the main differences between the ERC calculation underpinning the Agreement Service Fee for information purposes

Increased Costs

Gymnastics Coach	18,000	
Overtime	50,000	
VAT Partial Exemption	25,000	
Misc Costs	7,500	
Book Fund	<u>66,000</u>	
		166,500

Reduced Costs

Payroll Libraries	<u>-72,000</u>	
		-72,000

Reduced Income

Income Dryside	115,900	
Action Zone Income	7,900	
Fitness Income	16,400	
Swimming Lessons	18,400	
Grant Income/Other agencies	15,400	
Libaries Income	39,500	
Misc Income	17,800	
Property Rental - Café	<u>42,000</u>	
		273,300

Increased Income

Coaching Income	<u>-25,800</u>	
		-25,800
Net Cost Increase		342,000

East Renfrewshire Culture & Leisure Trust - Sports

Budget Comparison Summary

	Budget 2016/17	Budget 2015/16	Variance	Notes
INCOME				
Service payment from ERC	0	0	0	
Earned income	2,943,700	3,088,000	(144,300)	1
TOTAL INCOME	2,943,700	3,088,000	(144,300)	
EXPENDITURE				
Staff costs	3,851,100	3,623,600	(227,500)	2
Property costs	371,653	366,600	(5,053)	
Transport costs	3,676	7,600	3,924	
Supplies and Services	283,300	721,300	438,000	3
Third Party payments	23,000	20,000	(3,000)	
Transfer payments	3,000	3,000	0	
TOTAL EXPENDITURE	4,535,729	4,742,100	206,371	
NET SURPLUS/(DEFICIT)	(1,592,029)	(1,654,100)	62,071	=Reduced Deficit

Notes:

- 1 Revised budget based on current activity levels.
- 2 Additional overtime 42,000 ERC budget did not allow for absence cover, which is essential to cover customer facing roles
 Pay Award & Increment 40,000
 Transfer of Staff 170,000 Theatre staff transferred from Arts
252,000
- 3 NDR 455,000