

Department of Corporate and Community Services

Deputy Chief Executive: Caroline Innes BSc (Hons)

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Date: 13 August 2021

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TO: Councillors T Buchanan (Chair); C Bamforth; B Cunningham; D Devlin; A Lafferty (Vice Chair); and C Merrick.

CABINET

A meeting of the Cabinet will be held on **Thursday, 26 August 2021 at 10.00am.**

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

AGENDA

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Chief Executive's Office End-Year Performance Report 2020/21 – Report by Chief Executive (copy attached, pages 3 - 14).**
4. **Corporate and Community Services End-Year Performance Report 2020/21 – Report by Deputy Chief Executive (copy attached, pages 15 - 30).**
5. **East Renfrewshire Culture and Leisure End-Year Report 2020-2021– Report by Director of Education (copy attached, pages 31 - 46).**
6. **Financial Performance for the Year Ended 31 March 2021 - Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 47 - 50).**
7. **Revenue Budget Monitoring (Outturn) - Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 51 - 88).**

8. **General Fund Capital Programme 2021/22 - Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 89 - 114).**
9. **Housing Capital Programme 2021/22 – Report by Director of Environment and Head of Accountancy (Chief Financial Officer) (copy attached, pages 115 - 120).**
10. **Variation to Contract - HR and Payroll Systems - Report by Head of Human Resources, Corporate & Community Services (copy attached, pages 121 - 122).**
11. **Freedom of Information - Council Performance for the Period April 2020 to March 2021 - Report by Chief Executive (copy attached, pages 123 - 132).**

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

EAST RENFREWSHIRE COUNCIL

CABINET

26 August 2021

Report by Chief Executive

CHIEF EXECUTIVE'S OFFICE END YEAR PERFORMANCE REPORT 2020/21

PURPOSE OF REPORT

1. The purpose of this report is to present a summary of performance of the Chief Executive's Office for 2020/21. This is presented at Appendix 1.

RECOMMENDATION

2. It is recommended that the Cabinet:
- (a) Scrutinises the performance of the Chief Executive's Office; and
 - (b) Notes this report as a summary of the Chief Executive's Office's End Year Performance for 2020/21 (Appendix 1).

BACKGROUND

3. The Chief Executive's Office, led by Lorraine McMillan, comprises the following governance functions:-

- Accountancy Services - Margaret McCrossan (Head of Accountancy and Chief Financial Officer)
- Legal Services - Gerry Mahon (Chief Officer - Legal)
- Internal Audit - Michelle Blair (Chief Auditor)
- Corporate Procurement - Debbie Hill (Chief Procurement Officer)
- Chief Executive's Business Unit - Gill Darbyshire (Chief Executive's Business Manager)

4. A one-page summary is included in Appendix 1 for each service.

REPORT

5. Staff from all areas of the Chief Executive's Office support a wide range of operational projects across the Council, the East Renfrewshire Culture and Leisure Trust (ERCLT) and the Integrated Joint Board (IJB).

6. It has been a challenging year across the Council due to Covid-19 and services within the Chief Executive's Office have been no exception. There has been an Impact on the type of work undertaken with additional support and focus being provided by Corporate Procurement with PPE and Covid-19 prevention equipment and Legal Services adapting, to the challenge of the Courts and Tribunals only processing urgent business of certainly types. Despite the challenge of working remotely all statutory Accounting requirements have been met. As a result of being unable to continue with their usual workload the Internal Audit team have been provided much needed additional support to other Departments, particularly in

relation to Covid-19 Business Grants and the Education Appeals.

7. The Accountancy Service continues to monitor the financial position of the Council and take appropriate action to address the challenges to service delivery in the future from increased demand combined with constrained budgets.

8. The annual accounts were produced within the statutory timescale, despite staff working from home due to COVID-19, and are still subject to external audit but at year end (2020/21) the draft accounts confirm that net expenditure was kept within budget as departments were asked to avoid all non-essential spend and that COVID pressures were fully covered by management action and Government grants. The overall General Fund surplus was substantially larger than forecast at £47.201m, however this includes £12.815m of COVID grant funding awarded during 2020/21 to be carried forward to meet COVID pressures during 2021/22. Given the exceptional circumstances, it would not be appropriate to draw direct comparisons between the 2019/20 and 2020/21 figures.

9. The non-earmarked general fund reserve balance (which does not include the grants mentioned above) was £11.607m as at 31 March 2021. This represents 4.5% of the annual budgeted revenue expenditure with the normal recommended range lying between 2 and 4%.

10. Accountancy staff maintained a longer term financial view throughout the year, updating the Council's Financial Planning document and updating the Capital Investment Strategy as required by accounting regulations.

11. External Audit (Audit Scotland) placed reliance on the work of the Internal Audit service. A report submitted to the Audit and Scrutiny Committee in August 2020 indicated that sound documentation standards and reporting procedures are in place and that main requirements of the Public Sector Internal Audit Standards (PSIAS) are complied with.

12. Legal Services continued to experience high workload demands and concluded approx. £980,000 worth of legal work during the reporting period, based on comparable private sector charging rates.

13. Procurement continues to experience high workload demands as it extends its influence in the organisation by moving towards a more strategic model. This has been supported by Year 2 of the Scotland Excel Procurement Review which focused on demonstrating the value and benefits from procurement activity and adopting new approaches in a number of areas such as Community Benefits, Fair Working Practices and Sustainability. Procurement continues to overcome increased demands associated with COVID-19 and its impact on supply chains and contracts.

14. The Strategic Risk Register has been further refined and is directly linked to the Council's strategic outcomes. This is reviewed at every meeting of the Corporate Management Team.

15. The Business Unit have developed the Council's new Records Management Plan and this has been submitted for approval to the Keeper of the Records of Scotland.

16. During 2020/21, the Council dealt with 1,012 Freedom of Information or Environmental Information requests (1,257 in 2019/20). 80% of requests were responded to within the statutory 20 working day timescale with an average response time of 15.1 working days. (82%, in an average of 13.7 days in 2019/20). The Chief Executive's Office dealt directly with 79 requests of which 94% were responded to within the statutory timescale with an average response time of 11 working days. (65 requests, 94% on time, average of 11 working days in 2019/20). An additional 45 cross-departmental FOI requests were coordinated and responded to by the Chief Executive's Business Unit. 94% of these responses were within the statutory timescale and had an average response time of 10 working days. (80 requests, 99% on time, average of 12 working days in 2019/20)

17. During 2020/21, 3.25 days per employee were lost through absence in the Chief Executive's Office, a significant reduction from 9.33 days per employee in 2019/20.
18. Complaints data within the Chief Executive's Office in 2020/21 was as follows:
- 19 complaints were considered at Stage One, responded to in an average of 2.8 days (in 2019/20 the figures were 12 complaints and 3.0 days)
 - 8 complaints were considered at Stage Two, responded to in an average of 13.5 days.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

19. This report and appendix will be posted on the Council's website.

FINANCE AND EFFICIENCY

20. There are no specific financial implications arising from this report.

PARTNERSHIP WORKING

21. This report highlights the Chief Executive's Office's contribution to the delivery of the Council's Outcome Delivery Plan. Whilst it focuses on the Office's contribution, many of the results could not have been achieved without excellent partnership working across departments and partner organisations such as the East Renfrewshire Culture and Leisure Trust (ERCLT), Integrated Joint Board (IJB) and Scotland Excel.

IMPLICATIONS OF REPORT

22. As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities or sustainability. Each of these issues has been mainstreamed throughout the departmental reports and specific equality impact assessments have been carried out on the Outcome Delivery Plan if appropriate.

CONCLUSION

23. This report provides an overview of the Chief Executive's Office's performance at year end 2020/21.

RECOMMENDATIONS

24. It is recommended that the Cabinet:
- (a) Scrutinises the performance of the Chief Executive's Office; and
 - (b) Notes this report as a summary of the Chief Executive's Office's End Year Performance for 2020/21 (Appendix 1).

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Further information can be obtained from Craig Geddes, Senior Information and Improvement Officer on 0141 577 3059 or by email at Craig.Geddes@eastrenfrewshire.gov.uk

Cabinet contact: Councillor Tony Buchanan, Leader of the Council
Email; Tony.Buchanan@eastrenfrewshire.gov.uk Tel. 07976 360398 (Mobile)

CHIEF EXECUTIVE'S OFFICE
YEAR END SUMMARY
2019-2020

Contents:

- Internal Audit
- Legal Services
- Corporate Procurement
- Accountancy Services
- Other Performance Indicators

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Chief Executive's Office – Internal Audit 2020/21

Summary	<p>Budget £267,000 3.7 FTE</p> <p>9 reports and memos issued plus 7 still in progress Several pieces of unplanned work carried out resulting in 56% of contingency time being used in 2020/2021. Internal audit staff assisted other departments due to restrictions on carrying out audit work during lockdown (education appeals, covid grants and calls to shielders)</p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • 360 Audit days completed which was 50% of planned direct audit days. • Internal self- assessment of compliance with PSIAs was carried out and presented to Audit and Scrutiny Committee in August 2020 which concluded that internal audit service is fully compliant with 95% of the standards and partly compliance with a further 4%. • A range of internal performance measures were submitted to the Audit and Scrutiny Committee quarterly showing performance against target (where applicable). • Two director of Finance Indicators are submitted for internal audit. For 2018/19, the cost of audit per £million of net expenditure is £1,206 (2017/18 £1,204) and the productive days achieved as % productive days as per the audit plan is 96.93% (2017/18 99.79%). The figures for 2019/20 are awaited and the figures for 2020/21 have not yet been submitted. • Internal Audit work with departments and services to ensure the highest standards are adhered to and that resources are managed to provide services across the Council that represent value for money
Customers	<ul style="list-style-type: none"> • Due to Covid 19, no internal audit service was provided to East Renfrewshire Culture and Leisure Trust during 2020/21 • Due to Covid 19, no specific internal audit services was provided to the Internal Joint Board • Due to Covid-19 lockdown and prioritization no user satisfaction study was issued this year. • When preparing the Internal Audit Strategic Plan and annual Audit Plan, a wide range of customers including Elected Members, the Corporate Management Team (CMT) and the Council's External Auditors are consulted to ensure that current and developing risks are appropriate, considered and included. The plan was revised twice during 2020/21 due to restrictions in carrying out audit work during lockdown.
People	<ul style="list-style-type: none"> • Reduced audit days available due to long term sickness of one employee and secondment of one employee.

Chief Executive's Office – Legal Services 2020/21

Summary	<p>Budget £453,600 7.8 FTE</p> <p>Nature of work was heavily impacted by effects of Covid including restrictions on the conduct of court business. Workload remained high (962 separate instructions from client services). The service bolstered its digital resources to ensure its ability to effectively work remotely by enhancing its online case management system and prioritized ongoing links with client departments during remote working via regular workload meetings with relevant staff throughout the year. FOI work continues to take up a significant portion of time of the Chief Officer (20 review cases and 3 appeals addressed in the last year). There has been continued involvement of staff in the public protection agenda while solicitors also now attend the mental health officers forum to proactively advise on legal issues around adults with incapacity given the increasing prevalence of work in this area. In light of the noted restriction on court process certain types of work have stockpiled and will require to be carefully addressed by the service in the year ahead alongside ongoing work. Prioritisation will be key in ensuring that workloads demands on staff are maintained at appropriate levels in the coming year</p>
Outcomes	<p>The following are an illustrative indication of the types of work undertaken by Legal services in support of the Outcomes rather than an exhaustive list</p> <p><u>Outcome 1</u></p> <ul style="list-style-type: none"> • 6 permanency planning processes undertaken leading to permanent care solutions for children (9 last year) • Deeds of servitude finalized timeously for electrical supply to 5 new nursery schools • Legal attendance, advice and assistance provided to monthly adoption and fostering panel in respect of permanency decision <p><u>Outcome 2</u></p> <p>2 ASL placing request litigations undertaken on behalf of Education (no change from last year)</p> <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> • 4 Section 75's completed to secure affordable housing and financial contributions from developers (7 last year) • Contract negotiated and concluded for the purchase of 30 affordable housing units to be acquired in 2022 • Settlement in relation to 7 affordable houses at Maidenhill (with the second block of 7 houses dues to settle on 11th June) ; part of 39 houses which the Council is acquiring in 2021 at cost of £5.070 M <p><u>Outcome 4</u></p> <ul style="list-style-type: none"> • 2 properties successfully recovered on anti-social /drug / conviction grounds and one anti-social behavior order obtained (compared to 3 and 0 last year) <p><u>Outcome 5</u></p> <ul style="list-style-type: none"> • 15 Orders obtained under the Adult's with Incapacity legislation (6 last year)
Efficiency	<ul style="list-style-type: none"> • Work to the value of £980,000 undertaken by in house team (based on comparable private sector rates (£1,059,000 last year) • 20 charging orders recorded to ensure recovery of care home interim funding • No rent recovery cases initiated as a result of legal restrictions on eviction and significantly reduced debt decrees obtained on basis of temporary decision not to actively pursue in light of financial hardship during COVID • Concluded sale of Calderwood lodge generating capital receipt of just under £2 million
Customers	<ul style="list-style-type: none"> • Ongoing participation in a number of cross partner committees and sub-committees in the public protection regime eg adult care professional governance group, public protection sub group, policy and procedures subgroups (adult and child protection committees) • Training events held for child and adult care Social Workers on child protection orders and handling subject access requests. Further training developed in connection with Childcare law to be presented later in year (delayed due to Covid-19 lockdown) • Participation in mental health officers forum • Continuing support to HSCP in responding to and meeting obligations in respect of historical Child Abuse Inquiry • Ongoing production and dissemination of guidance on legal interpretation and implications of Coronavirus legislation
People	<ul style="list-style-type: none"> • 100% of solicitors completed Law Society Continuing Professional Development (CPD) and received practising certificates for the current year • Quality conversations undertaken with all employees • All employees actively involved in networking opportunities via the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR)

Chief Executive's Office – Corporate Procurement 2020/21

Summary	<p>Budget £321,600 6 FTE</p> <p>Now in year 2 of the Scotland Excel review to support the strategic direction of Procurement and strategic commissioning across the Council a number of work packages have been successfully implemented, including: New process for tracking of benefits and identification of savings opportunities, Team skills gap analysis against the National Procurement Development Framework and training plan in place, Stakeholder mapping and engagement plan, Development of proposals for Contract and Supplier Management, Supporting the Council to deliver Living Wage Accreditation and development and roll out of a new process for capture of Community Benefits including Community “Wish List”. A central focus of Year 2 of the programme was to demonstrate the value of Procurement through benefits derived from procurement and identification of savings, taking a more strategic commissioning focus.</p>															
Outcomes	<p><u>Outcome 1</u></p> <ul style="list-style-type: none"> Education Frameworks – working with officers in Education to review core products purchased via Framework Agreements and catalogue accessibility <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> Economic recovery – Works Quick Quote threshold temporarily increased to support economic recovery in construction sector post COVID-19 Glasgow City Region City Deal – working with officers in Environment on the commissioning and procurement of key strategic projects “Grow Local” – working with Economic Development to encourage local supplier development Community Benefits – new process in place for capture of Community Benefits including Community “Wish List”. Council website updated. Sustainable Procurement – a new Sustainable Procurement policy is in place focusing on the social, economic and environmental aspects of Procurement Activity <p><u>Outcome 4 & 5</u></p> <ul style="list-style-type: none"> Social Care contract portfolio - working with officers in Health & Social Care Partnership to deliver contracts that include the views of service users. 															
Efficiency	<ul style="list-style-type: none"> A summary of the contracts arranged in the financial year 2020/21 is provided in the table below: <table border="1" data-bbox="398 965 2067 1166"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Number of Contracts via Route 2 (£50,000 to £189,329 (Goods and Services), £500,000 and £4,733,251 for Works) or Route 3 (for larger contracts)</td> <td>25</td> <td>24</td> </tr> <tr> <td>Number of Quick Quotes</td> <td>68</td> <td>54</td> </tr> <tr> <td>Number of Mini-Competition</td> <td>25</td> <td>17</td> </tr> <tr> <td>Number of Direct Award</td> <td>19</td> <td>25</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Improved business intelligence including work towards development of a new online contracts register, harnessing the functionality from existing systems such as Public Contract Scotland, SPIKES and Council core systems. 		2019/20	2020/21	Number of Contracts via Route 2 (£50,000 to £189,329 (Goods and Services), £500,000 and £4,733,251 for Works) or Route 3 (for larger contracts)	25	24	Number of Quick Quotes	68	54	Number of Mini-Competition	25	17	Number of Direct Award	19	25
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Customers	<ul style="list-style-type: none"> Participation in Supplier Development Programme including “Meet the Buyer” event Improved communications with internal and external customers, including building effective relationships supported by improved processes and business intelligence 															
People	<ul style="list-style-type: none"> In response to feedback from Council wide Staff Survey online procurement training sessions developed for roll out in FY 21-22 – Introduction to Procurement, Quick Quote, Tendering, Added Value from Procurement and Strategic Commissioning. Enhanced intranet content Core system Super User network reestablished to support purchase to pay 															

Chief Executive's Office – Accountancy Services 2020/21

Summary	<p>Budget £1,450,000 26.8 FTE</p> <p>All staff worked from home throughout the year but statutory accounting requirements were met, budget set, further progress made on updating reporting, systems and processes as part of the Accountancy elements of the Council's Modern Ambitious Programme (including two key staff seconded to Core Systems) and all additional demands of COVID reporting met. Annual accounts for 2019/20 were completed within schedule and awarded an unqualified audit certificate.</p>
Outcomes	<p>In addition to addressing COVID related financial information demands, Accountancy project support was provided for-</p> <p><u>Outcome 1</u></p> <ul style="list-style-type: none"> • financial planning of new schools, nurseries and family centres <p><u>Outcome 2</u></p> <ul style="list-style-type: none"> • financial planning of new schools, nurseries and family centres • governance of East Renfrewshire Culture and Leisure Trust <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> • City deal and housing financial planning
Efficiencies	<ul style="list-style-type: none"> • Unqualified annual accounts for 19/20 with no unadjusted errors. • Closed 2019/20 accounts on time and reported to Audit & Scrutiny Committee before 30 June 2020. • Overall Council spend for 2020/21 within budget with all COVID pressures covered by management action and Government grant. • Draft 2020/21 accounts production kept on schedule. • Close control of budgets in year with additional reporting to Councillors, COSLA and Scottish Government throughout. Prompt management action taken to avoid non-essential spend and assist in meeting COVID pressures. • 2021/22 balanced budget set despite significant financial challenges, late settlement issues & COVID uncertainties. Potential £13m gap for 2022/23. • Long term financial planning – Outline Financial Plan 2021-2027 produced and Capital Investment Strategy updated. • Ongoing enhancements to new financial system progressed, including improvement to reporting formats (revenue and capital) and Trust information.
Customers	<ul style="list-style-type: none"> • Annual internal customer satisfaction survey not carried out due to impact of COVID-19 • Tailored support for a range of internal and external COVID related demands as well as various service initiatives. • Ongoing senior level support for Audit & Scrutiny Committee & Trust Board.
People	<ul style="list-style-type: none"> • Frequent regular online communications established for all Accountancy teams • Staff consulted and actively involved in change and self-evaluation projects.

Chief Executive's Office 2020/21 Year End Report: Other indicators

Absence:

During 2020/21, 3.25 per employee were lost through absence in the Chief Executive's Office, a significant reduction from 9.33 days per employee in 2019/20

Payment of Invoices within 30 days

84.2% of invoices were paid within 30 days, above the overall Council wide figure of 79.8% and a significant improvement compared to 70.6% in 2019/20. Bespoke reports to support this work and pilot project working closely with Accounts Payable and Corporate Procurement have contributed to this improvement with further changes implemented for 2021/22.

Complaints:

Complaints data within the Chief Executive's Office in 2020/21 was as follows:

- 19 complaints were considered at Stage One, responded to in an average of 2.8 days (in 2019/20 the figures were 12 complaints and 3.0 days)
- 8 complaints were considered at Stage Two, responded to in an average of 13.5 days

Efficiency Outcome Indicators

- Director of Finance Indicator (within the Outcome Delivery Plan) - Actual Revenue Outturn against Revised Revenue Budget.
 - The figure for 2019/20 was 98.6% (compared to a target of less than 100%). The 2020/21 figure will not be available until the audit of the Council's Annual Accounts has been finalised.
- Total useable reserves as a percentage of council annual budgeted revenue: 23.3% (2019/20:18.3%)
- Uncommitted General Fund Balance as a percentage of council annual budgeted net revenue: 4.5% (2019/20: 4.0%)
- Ratio of Financing Costs to Net Revenue Stream – General Fund: 7.6% (2019/20: 9.0%)
- Ratio of Financing Costs to Net Revenue Stream – Housing Revenue Account: 33.1% (2019/20: 29.7%)
- Actual outturn as a percentage of budgeted expenditure: 97.4% (2019/20: 99.2%)
- Local Government Benchmarking Framework (LGBF) Indicator - Support Services as a percentage of total gross expenditure
 - The figure for 2019/20 was 5.05% compared to 4.8% in 2018/19. The 2020/21 figure will not be available until late October 2021.

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EAST RENFREWSHIRE COUNCILCABINET26 August 2021Report by Director of Corporate & Community ServicesCORPORATE AND COMMUNITY SERVICES
END YEAR PERFORMANCE REPORT 2020/21**PURPOSE OF REPORT**

1. The purpose of this report is to inform Cabinet of the 2020/21 end year performance of the Corporate and Community Services (CCS) Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2020-2021) and other key departmental management information. The full data report is attached in Annex 1. The report also gives an overview of the Department's contributions to the COVID-19 pandemic, which impacted priorities in a range of areas across the year.

RECOMMENDATIONS

2. It is recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2020/21, including its contribution to the COVID-19 pandemic.

BACKGROUND

3. This report contains data on progress against the department's key performance targets, and updates on the main actions we are taking to contribute to the achievement of the Council's strategic outcomes. The full department data report for the year 2020/21 is at Annex 1.

4. Performance summaries for each of the services is included below.

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

5. The Corporate and Community Services Department has a dual role leading on a wide range of corporate/support services and front facing services.

6. We also have a dual role in change and transformation – firstly to lead the Council's corporate approach in terms of digital, ICT provision and strategy; our customer experience programme; the Core Systems programme; organisational development and workforce planning; development of the data programme and overall governance through the Programme Management Office; and secondly to drive transformation in the Department's own services.

7. Much of the corporate change capacity over the last 2 years has been focused towards complex replacements of some of our most fundamental ICT legacy systems that touch every employee and every household in East Renfrewshire. The Department has led on the

Core Systems programme, which has replaced our Finance/Procurement and HR/Payroll systems and continues to work on system integrations and process improvements. The Department has also undertaken substantial work to replace the legacy Council Tax and Benefits ICT system, with a new system going live in December. Our Digital Customer Experience programme also continues to make progress and, as a first stage on a long-term change journey, successfully replaced the council's website in July 2020 with excellent customer feedback.

8. A refreshed Digital Transformation Strategy was approved by Cabinet in June 2021 and a new ICT Strategy is currently in development focusing on the themes of performance and stability; customer service and enablement of transformation.

9. Other significant changes have included:

- Implementing various new releases of the finance/procurement system.
- Completion of a contracts register to provide a single view of contracts, spend, value and timelines.
- Dashboarding, mapping and reporting of the pandemic via the data programme.
- Commencing an 'early adopter' group for Microsoft 365 and developing the business case for onward consolidation and roll-out of M365.
- Good progress on developing a new approach to project prioritisation to enable us to plan future resources for change.
- Development of project reporting for Capital projects reporting.
- Work with departments on improving our approaches to quantifying the benefits of projects.

10. Across the Council, change projects and programmes have been impacted throughout the year by a loss of key members of staff, the implications of temporary contracts and temporary funding and this requires a new approach to the future resourcing of change. Proposals for future resources for change, including a new financial model are currently being developed.

11. From a wider skills development perspective, our Organisational Development and PMO teams have worked together with the Scottish Digital Academy to train over 100 employees in key digital skills including user research and Service Design. In addition, more than 30 staff across the Council have volunteered to be Digital Champions to support employees to make the most of technology.

12. In terms of the data programme, good progress is being made in information governance, data protection and information security, which are critical legal responsibilities and also an essential foundation for building future Office 365 potential. This year has demonstrated the potential of data in terms of dashboarding, mapping and reporting of the impact of the pandemic locally and helping to proactively meet the needs of vulnerable residents such as those shielding. This year has seen completion of a contracts register which will give managers a single view of all contracts including timeline, spend, value, and procurement route.

13. As a department we have performed well on handling complaints with responses well within the statutory timescales (averaging 2.8 days for frontline stage and 11.6 days for investigation complaints), both improvements on last year. We continue to learn from complaints and make service improvements.

14. Our department's invoice processing rate has declined slightly from 75.3% in 2019/20 to 74.9% in 2020/21, largely as a result of staff focus on the pandemic, new Covid-related

grant and hardship payments and processes still improving after implementation of the new finance and procurement system. The department continues to lead on improvements to the invoice payments process, providing greater financial control and assurance.

Impact of COVID-19

15. The Corporate and Community Services Department has played a considerable role in the Council's response to COVID-19 and the latter recovery and renewal phases.

16. As well as managing the impact on their own services and our departmental response the Department's Heads of Service have all been key members of the Crisis Resilience Management Team (CRMT), which commenced meetings in January 2020 and continues to meet at least weekly in 2021. The CRMT was chaired by the Head of Digital and Community Safety, who also gave regular briefings to the Chief Executive and at least weekly updates to the Corporate Management Team.

17. The Department also had responsibility for leading cross-cutting CRMT subgroups on Humanitarian Assistance/Shielding and Internal Volunteering and actively participated in the Additional Deaths subgroup given the important role of the Registration Service.

18. The Department has also led on the Isolation Support service since last autumn. Call handlers, principally from Community Safety and Community Learning and Development proactively contact all residents whose details have been passed to us by Public Health Scotland as a result of the need to self-isolate. The call handlers ask about support needs during isolation, arrange any support required (e.g. shopping/prescription deliveries) and do the initial triage for the Self-Isolation Grants, with onward processing by the Scottish Welfare Fund team. Between October 2020 and end of May 2021 there had been 206 SIGs processed, however the 6 week period from June 2021 to mid-July 2021 saw 292 SIGs in that period alone, with demand continuing to rise in line with the rise in case-rates, particularly amongst young people.

19. The overview reports to Council, most recently in June 2021, give more detail, but the key areas of the Corporate & Community Services Department's continued contribution towards the COVID-19 response are covered in the service updates below.

CORPORATE & COMMUNITY SERVICES DEPARTMENT PERFORMANCE HIGHLIGHTS 2020/21

HR & Corporate Services

HR & Payroll

20. Throughout the year the HR service has been heavily involved in supporting managers with COVID guidance; supporting the ERCLT with the furlough scheme; managing the internal volunteer scheme; and delivering ongoing trade union dialogue and employee communications. In recent months the service has also supported the establishment of asymptomatic testing centres in East Renfrewshire and facilitated the local distribution of the £500 Scottish Government's health and social care staff payment in tight timescales.

21. As well as the pandemic-related work, the Council's new Core HR & Payroll ICT system went live with the majority of work undertaken remotely, a huge achievement. This was a significant system change and now that the base system has been implemented further work will progress across 2021/22 to consolidate knowledge and introduce additional modules to realise process and productivity benefits.

22. The Scottish Local Government living wage was successfully implemented into the Council's pay and grading structure with Trade Union support. Further developments have also taken place with the Living Wage Employer and Carer Positive 'Established' accreditations.

23. The groundwork for a new employee benefits scheme was undertaken in 2020/21 including liaising with suppliers and setting up internal HR and payroll processes, with the scheme successfully launched in May 2021. This allows employees to access a shopping/dining/leisure discount scheme, financial wellbeing services and a salary sacrifice car benefit scheme

24. User research and employee engagement is underway to identify future digital training needs to inform design of learning pathways and the service is involved in the Microsoft 365 and Way We Work projects as part of the Council's change programme and the Department is leading on both the HR/organisational development and ICT workstreams of the programme.

25. Further work was also completed to produce the equality mainstreaming workforce report with a detailed equality action plan centring around recruitment

26. Performance indicators have been impacted by COVID tasks, increased workloads and implementation of new system. In terms of key performance metrics:

- Council wide sickness absence rate for 2020/21 is 8.2 days per FTE. In both 2018/19 and 2019/2020 the absence figure was 10.1 days per FTE against a target of 9.2 days per FTE
- C&CS Department absence rate for 2020/21 is 3.5 days per FTE. In 2019/20 the absence rate was 7.2 days, and 10.2 days in 2018/19.
- COVID absence recording and reporting shows 3,126 records logged since March 2020
- 81 job evaluations were completed in the year with a turnaround time of 32 days on average against a target of 21 days; compared with 138 in a turnaround time of 19 days last year. Due to the pandemic the job evaluations received this year were back-loaded towards the end of the year and were not evenly spread.
- The average time from adverts closing to job offer for average for teachers was 18.5 days for teaching and 26 days for Local Government (LG) staff, against a target of 28 days.
- Recruitment approvals activity in 2020/21 was 772, which is a decrease compared to previous year at 986, however it is still high given lockdown. Combined LG & teacher contracts processed was 1857 in 2020/21.
- Gender pay gap reduced to 6.3% in 2019/20 which is a reduction from 7.5% the previous year.
- Top 5% females was 59.32% in 2019/20 which is a slight reduction on the previous year 2018/19 where the percentage was 59.89%
- Decrease in training courses, 53 went ahead in 2020/21 compared to 167 the previous year.
- E-learning modules accessed has significantly increased by 147% from 8673 in 2019/20 to 21441 in 2020/21.
- 43% increase in employee recognition with 849 Kudos e-awards sent in 20/21, with We Are East Ren award winners announced in December 2020 after an 8% increase in entries - C&CS Department had 5 award winners.

Customer First, Communications & Democratic Services

27. Throughout the year significant support was given to Humanitarian workstreams, Registration Services and customer enquiries throughout the pandemic.

28. Registration adapted to new remote processes due to a change in legislation and utilised volunteers from Democratic Services and HR to support volumes. Process takes longer, however proves to be far more convenient and efficient for the bereaved.

29. There was no face to face provision during the lockdown periods which resulted in increased call, email and Live chat volumes. Customers contacted us in different ways seeing an increase of 24% social media, 54% in live chat, 35% e-mail and call volumes by ~30%. There was however a decrease in overall online customer contact due to withdrawal and prioritisation of services due to COVID (e.g. removal of online special uplifts).

30. The Money Advice and Rights Team (MART) supported the Humanitarian efforts and began operating the Humanitarian Discretionary fund. Alongside this COVID response, the team achieved £5.3M of financial gains for residents in the year, a slight decrease from the previous year due to the pandemic, influenced by a number of supports such as increased UC payments, furlough, suspension of evictions, also the downturn in DWP and HRMC activity. MART continues to sit on a number of Community Planning and partnership groups and relationships have been strengthened during the pandemic.

31. There has been significant Communications support for pandemic-related communications including lockdown messaging, safety and public health messaging, promotion and set-up of testing and vaccination programmes and a number of specific campaigns. There was a 43% increase in media enquiries, all dealt with within deadline. Social media engagement also continues to grow, with a 107% increase in social media comments this year, to 58K comments.

32. Democratic Services planned and delivered the Scottish Government election for the East Renfrewshire constituency with all the new pandemic-related restrictions and additional requirements in place. A new Community Council for Giffnock was also established and Holocaust and Remembrance Days were marked virtually.

33. Teams successfully delivered a new Council website, with sub-sites for COVID, Work EastRen, Rouken Glen Park and Dams to Darnley Country Park. Preparations were also made for changes to the Council's procedures and ICT systems for handling complaints.

Digital & Community Safety

ICT

34. ICT maintained focus on service stability and performance and made good progress on technology resilience and supporting critical projects during the challenging COVID environment. Significant work was completed to further improve the resilience and effectiveness of the ICT infrastructure, including corporate and education email platforms; internet access for schools; server virtualisation platform; web content filtering; network traffic management; storage platform; and Cyber Security Operations Centre.

35. A new ICT Strategy has been developed to define strategic direction and address the lessons from pre-COVID issues and COVID response.

36. The service has also made a critical contribution for the Council's change programmes, including:

- the Digital Customer Experience programme which included the delivery of the new website and COVID related customer facing forms and processes
- critical support for the HR/Payroll and Council Tax & Benefits system implementations
- a range of departmental system changes, including Early Years Nursery provision;
- replacement of the managed print estate
- completion of the Windows 10 rollout programme for all laptops (over 1300), with the approach to desktops (1500) altered to reflect continued remote working.

37. Throughout the year, the ICT service has been exceptionally busy and this has impacted response times due to increased volumes and changing expectations for support. Additional demand has been primarily driven by remote working. The Service Desk saw 73% of all tickets self-raised through the online portal, 18% via phone and 9% through other means such as system generated tickets. Some of the Digital Services team have been ever present at Barrhead offices through the pandemic providing equipment build (and rebuild) and support services – this has taken a toll on the staff involved with managers working hard to ensure staff are well-supported.

Community Safety

38. During 2020/21 Community Wardens responded to a total of 1797 calls for service, a small reduction of 1.6% on the previous year. There were 307 noise complaints and 121 of these classified as anti-social behaviour. 22 calls were recurrences of anti-social behaviour complaints (7% of anti-social complaints – an improvement on target).

39. During COVID restrictions and to adhere with the related safe systems of work, noise complaints were dealt with initially by telephone and as a result contact was usually within 10 minutes of the complaint being received.

40. The Safe East Ren Group has continued to develop its focus on strategic community safety matters, to complement the operational GRIP review group. Community Safety now attend Police Scotland East Renfrewshire weekend tasking meetings to enhance planning, collaboration and joint working between the agencies.

41. The number of Telecare clients has consistently approximated ~3000; the total number of calls handled in 2020/21 was 285 441, which was down 0.5% on the previous year's 286 947 (which was itself an increase of 0.75% from 2018-19 call figures). The stagnancy across both call figures and client numbers is likely linked to the ongoing pandemic. A new programme lead and delivery team have been recruited for the significant Telecare programme, which will plan the transition from analogue to digital services.

42. There were 150 calls passed to Scottish Fire and Rescue Services (SFRS) from a total of 1903 fire/smoke alarm activations; therefore staff helped avoid false alarm call outs on 92% of these types of call, resulting in cost avoidance to SFRS of around £306,000.

43. Two wardens have been dedicated to delivering and providing COVID isolation and support calls since autumn.

Communities, Revenues & Change

Revenues & Benefits

44. The implementation of the new Council Tax and Benefits system was achieved on time in December 2020, working in a remote environment and with services under pressure as a result of COVID demands. 2021/22 Council Tax bills were issued using the new system in February 2021 and financial year-end procedures were completed successfully. This has been a considerable achievement. It has also been a significant challenge for the teams involved and it has not been without its customer impacts, with longer response times, which have continued into the early part of 2021/22. Recovery plans are in place and good progress has been made to work through the backlog caused by the new system. Work has also been undertaken with HR to support our teams with the increased workloads and to improve staff wellbeing and resilience.

45. Following improving results in 2019/20, the performance indicators for the Revenues and Benefits services have been impacted in 2020/21 by both the pandemic and the implementation of the new Council Tax and Benefits ICT system. The benefits service have also had the new added demand of the Scottish Government's Self Isolation Support Grants (SISG) to administer in this period:

- Processing time for Housing Benefit (HB) change of circumstances increased from 3.7 days to 4.53 days
- HB new claims increased from 23.9 days to 36.5 days
- There was a 24% reduction in Council Tax Reduction (CTR) change of circumstances, but a 119% increase in new claims for CTR – these cases take significantly longer to process. CTR change of circumstances increased from 4.8 days to 7.2 days, with CTR new claims declining from 21.9 days to 41.2 days.
- The number of successful Scottish Welfare Fund crisis grants increased from 429 to 577 in 2020/21, with SWF community care grants also increasing from 324 to 364, a less sharp increase due to reduced volume of people moving homes during the pandemic.
- Income from Council Tax remained fairly stable, with a 1.05% reduction in the collection rate, to 96.4%, although the actual amount of Council Tax collected rose by £2.2M from £51.6M to £53.8M. This reduction in collection rate is in line with the experiences of other councils due to the pandemic.
- Non-domestic rates income reduced from 96.9% to 92% as a result of the pandemic.

46. We expect the ongoing impact of the pandemic and backlogs caused by the new system, to impact performance rates further into 2021/22 and there has been a significant spike in Self-Isolation Support Grant uptake over the summer.

Strategy, Communities & Change

47. Our teams met all key milestones for planning, performance and best value activity across the year, including challenging equality and human rights timescales, whilst heavily involved in humanitarian response and resource planning for the pandemic. Frontline community work has recommenced and good partnership working is in place to support young people with the issues arising from long periods in lockdown. Key achievements include:

- Humanitarian & isolation support services were developed from scratch, using Community Safety call handlers, and management of over £700K of Scottish Government funds for flexible support in 2021/22.
- Facilitation of the Connecting Scotland Programme, by issuing over 2000 digital devices across East Renfrewshire, with further tranches in the pipeline. Sustainable Digital Inclusion Partnership also now in place with partners.
- Facilitated a Member/Officer Renewal group on topics of: COVID impact & renewal opportunities; economic development; poverty & inequalities; and digital. This will influence the refresh of the 'Vision for the Future' strategy later this year.
- Produced new Equalities & Human Rights outcomes and progress report to meet national deadlines.
- Local Child Poverty Action report developed in partnership for Council approval in June.
- Expanded CLD street work driven by multi-agency approach across whole authority (previously only Barrhead, Neilston & Thornliebank) with over 4700 interactions with young people June – Dec 2020.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

48. Information contained in this report will be posted on the Council's website so the public can view the Department's performance.

FINANCE & EFFICIENCY

49. There are no specific financial implications arising from this report.

CONSULTATION

50. There were less formal consultations across 2020/21 as a result of the pandemic, but services found new and innovative ways to engage with users where appropriate. Our Council Tax and Benefits service moved its user testing for the new ICT system online and liaised successfully with customers over Teams to get their input. There was also important engagement on the new Equalities and Human Rights outcomes as they were developed.

51. A further Citizens Panel survey was conducted during the year with indicative results used in end-year reports.

52. Following a successful 'test of change' in 2019, Corporate and Community Services had been making preparations to carry out further use of the iMatter Employee Engagement Continuous Improvement Model in 2020. This is the model used by NHS and some HSCPs and East Renfrewshire Council had been granted Scottish Government permission to be the first council to use the model. Unfortunately the survey was delayed due to COVID-19 and there is uncertainty on whether the Scottish Government will give the Council permission to use the survey in a flexible way in 2021.

PARTNERSHIP WORKING

53. This report highlights the Corporate and Community Services Department's contribution to the delivery of the Community Planning Partnership Community Plan and the Council's Outcome Delivery Plan. Whilst it focuses on the department's contribution, many

of the results could not have been achieved without excellent partnership working across Council services and with partners. Relationships with Voluntary Action East Renfrewshire and other third sector responders have noticeably strengthened since the onset of the pandemic and it will be important to build on these strong connections as we move forward in the recovery and renewal phases.

IMPLICATIONS OF REPORT

54. As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities or sustainability. Each of these issues has been mainstreamed throughout the departmental reports and specific equality impact assessments have been carried out where appropriate. In 2020/21 the Corporate and Community Services Department led on the development of new equality outcomes for the Council and reported on the Council's progress with mainstreaming equalities and human rights.

CONCLUSION

55. This report summarises a high level overview of the Corporate and Community Services department's performance at end year 2020/21.

56. We continue to be proud of our teams and grateful for the commitment and efforts they have shown throughout the year, but also for the resilience shown during the COVID-19 pandemic. There were outstanding efforts to transition to home-working in a short space of time and to balance the challenges of family life whilst delivering above and beyond expectations in both COVID-19 response activities and ongoing delivery of a range of critical services. As well as facing these pandemic-related challenges, our services have been dealing with an unprecedented level of system changes which have fundamentally changed the way they work and many of the processes by which they operate. The shift from such legacy systems in normal circumstances would have been challenging enough, but to do so whilst working at home in a global pandemic has required outstanding resilience and commitment from across our services – as a leadership team we would commend these efforts to Cabinet.

57. The next months will bring ongoing challenges as we seek to continue the recovery of our services; manage the implications of any resurgence in the response phase, including the continued demands of isolation support; whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase. Our focus will be on supporting employee health, wellbeing and resilience as we transition to longer-term new ways of working; developing the Council's Vision for the Future; progressing our ambitions for change whilst facing potentially significant budgetary challenges for our services and perhaps industrial action. We will also be focusing on preparations for the local Council elections in 2022.

RECOMMENDATIONS

58. It is recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2020/21, including its contribution to the COVID-19 pandemic.

Caroline Innes, Director of Corporate & Community Services

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BACKGROUND PAPERS

- COVID-19 Recovery Actions: Update, Council 30 June 2021
- Strategic End Year Council Performance Report 2020/21, Council 30 June 2021
- Outcome Delivery Plan 2021-2024, Council, 30 June 2021
- Update on Modern, Ambitious Programme (MAP) and Digital Transformation Strategy, Cabinet 3 June 2021
- Equality and Human Rights Mainstreaming Report, Council, 28 April 2021

Corporate and Community Services Department Plan 2020-21

Note – It was agreed by Council in October 2020 that due to the impact of COVID, targets would not be set for majority of indicators and would be reviewed for the period 2021-24 for future reporting, hence there are no entries in the status column in the table.




Outcome Delivery Plan (ODP)						
1. ODP Critical Indicators						
1 Intermediate outcome 2.3						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Number of awards achieved by young people participating in school and community based targeted programmes (e.g. Youth Achievement Awards, ASDAN and Duke of Edinburgh)	2,038	1,252	N/A	250	-	Data not yet available
2 Intermediate outcome 4.2						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
% of total complaints reporting anti-social behaviour which has recurred	11%	8%	7%	-	-	ASBO calls have decreased during the pandemic. We had a total of 307 noise calls of which 121 calls were classified as anti-social behaviour. 22 calls were to residents who had previously reported issues with their neighbours. Community Safety work closely with partner to reduce instances of anti-social behaviour and engage with repeat offender in order to moderate their behaviour.
3 Intermediate outcome 4.4						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
% of respondents who agree/strongly agree that they feel a strong sense of belonging to their local community (used for the Community Involvement Index)	63%	76%	49%	-	-	Although this figure is low, the current pandemic has negatively impacted on how residents are feeling. However, this rate should also be considered in conjunction with responses to another open-ended question in the panel survey, where a stronger sense of community was the most commonly mentioned positive change seen during the pandemic that they would like to retain. (430 responses)
4 Customer						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Percentage of Citizen's Panel respondents who were satisfied or very satisfied with the services provided by East Renfrewshire Council.	72%	71%	67%	-	-	In an extremely challenging year, overall satisfaction levels with Council services have held firm with only a slight reduction on the previous year. (Baseline - 493 respondents). National results from the Scottish Household Survey on satisfaction with public services have declined since

PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
						2011. The Council's 20/21 satisfaction rating of 67% compares well against the most recent national rating from the SHS in 2019 52.6%, prior to the impact of Covid-19.
% of customer contact made online (excluding payments)		11%	10%	-	-	10% = 24,565 contacts. This is a decrease in demand of 968 for general online services compared to last year, due to the limiting of and prioritisation of services due to the pandemic i.e. withdrawal of special uplifts for most of year. However there was an increase in online transactions for some services i.e. Registration certificates, Blue Disabled Parking Badges and National Entitlement Card applications.

5 Efficiency




PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)	3,229,000	4,189,000	4,364,000	-	-	£4.364 million in savings for 202/21.




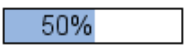



6 People

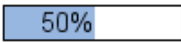

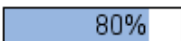


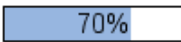
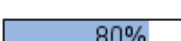

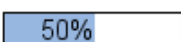
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Employee survey engagement score	n/a	79	-	-	-	Data not available
The Gender Pay Gap	7.49	6.32	-	-	-	Gender pay gap for 2019/2020 is 6.3%, this is the figure reported to the LGBF and Audit & Scrutiny.
Sickness absence days per employee (all Council staff)	10.1	10.1	8.2	9.1		Performance for 20/21 is below target and shows a decrease in sickness absence overall across the council compared to the previous year. The decrease is a consequence of the pandemic – Covid absences are not included in these figures and there have been lower levels of cold/flu/gastro illnesses.


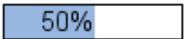
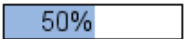
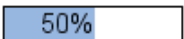
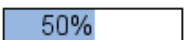
2. ODP Critical Activities



1 Intermediate outcome 4.2



Activity	Progress Bar	Due Date	Latest Note
Enhancing partnerships and improving use of data-sharing with police and other key partners (including through GRIP) to support operational and renewal planning		31-Mar-2021	The Community Safety Team and Young Persons Services have been participating in the weekly Police Tasking Meetings, sharing information and combining resources to tackle antisocial behaviour within the authority.
Developing a wider range of opportunities for residents to communicate with community safety partners including digital		31-Mar-2021	A new form has been developed for customers to report dog issues and went live in April 2021.
Providing community based youth work across East Renfrewshire which addresses the delivery challenges prompted by Covid-19		31-Mar-2021	In line with national youth work guidance, small targeted group work programmes have been

Activity	Progress Bar	Due Date	Latest Note
			delivered face to face to key vulnerable groups. This includes LGBTer provision, youth voice and support to young parents. All larger groups and clubs have still not been able to resume, however young people have been involved in online activity and street work.
Reviewing and restarting targeted street work to engage young people in youth work services		31-Mar-2021	In June 2020 we reviewed and restarted our programme of detached youth work. We have provided an ongoing programme of street work in 6 areas between June-December 2020, spending over 880 hours in local communities, making 4774 contacts with young people during this time. We use information from the GRIP on a weekly basis to ensure we are targeting areas of need. This was paused in Jan and Feb due to lockdown but restarted again in March 2021.
2 Intermediate outcome 4.4			
Activity	Progress Bar	Due Date	Latest Note
Ensuring communities are integral to Council service design and delivery based on their needs and priorities as we recover from the coronavirus pandemic		31-Mar-2021	Service Design staff group now in place to support services taking service design forwards. Strategic Insight and Communities staff are represented in the group and will help progress this and keep links with CLD open to enable engagement with communities to take place where appropriate.
Building the capacity of community organisations, groups and individuals to deliver their own solutions to the needs and priorities for recovery from the coronavirus pandemic		31-Mar-2021	During the pandemic, CLD have continued to offer support online and, where possible, face to face. This has included support to deliver both Dunterlie and Thornliebank FoodShares, ongoing support to local community organisations. CLD also delivered programme of detached Community Engagement in Neilston and Barrhead, In addition, CLD have continued to raise awareness and build interest in Locality Planning to increase community representation and build the capacity of the steering groups for Neilston and ADD2 plans, the development of this is ongoing. CLD continue to offer support to Thornliebank Together in the development of a locality plan for the area. Detached and some face to face delivery resumed from end of April 2021.
Developing a range of community-led decision making processes e.g. around mainstream budgets, and coproduction approaches across departments		31-Mar-2021	Work in this area has been on hold due to the pandemic – the plan to host two PB workshops are progressing in the hope to set up a PB working group going forward.
Working together and sharing expertise with the voluntary sector and partners to effectively engage with communities and rebuild services with and not for them		31-Mar-2021	A staff member from Strategic Insight and Communities has been based in VAER since March 2020 building relationship and working links. Progressing Community Hub as single point of contact for support to communities.
Providing training and support for council and partner staff to enable them to work effectively in partnership with communities		31-Mar-2021	CLD have amended the Working Effectively with Communities Training to support online delivery methods. Two online training sessions have been delivered to a range of representative from Education, Environment, Money Advice & Rights, ERCLT and 3rd sector/community organisations.
Working with partner agencies to support individuals and communities struggling with the impact of the pandemic, including shielding and support for isolation		31-Mar-2021	CLD and Strategic Insight staff were part of pool of staff who provided welfare/wellbeing calls during the early stage of the pandemic. Support now being offered with digital devices and skills.

3 Customer			
Activity	Progress Bar	Due Date	Latest Note
Introducing online customer journeys to allow customers to interact with our key services.		31-Mar-2021	Moving current online lagan and environment meritec processes to Goss in line with contractual deadlines as a priority.
Adapting processes and procedures to support newly introduced online processes as a result of the pandemic.		31-Mar-2021	Digital Customer Experience team developed all grant applications required by Scottish Government for Covid support.
Developing and improving partnerships to provide joined up approaches to service delivery.		31-Mar-2021	Continuing to work with departments.
Promoting online customer services to support channel shift and reduce face to face contact levels		31-Mar-2021	Increased customer contact due to pandemic and improvements created by new website that went live in July 2020.
Using robust socio-economic, service and customer data to target engagement and support communities during the pandemic e.g. shielding and support for isolation		31-Mar-2021	Data and business intelligence specialists in C&CS, Environment, Education and HSCP worked together at the forefront of public health and internal datasets to create new analytical reports and dashboards for different service to make informed decisions and align support in communities where it was most needed.
4 Efficiency			
Activity	Progress Bar	Due Date	Latest Note
Implementing fit for purpose, resilient ICT infrastructure and operations		31-Mar-2021	Although COVID-related delays continue to impact some delivery (such as the backup power generator for Barrhead) significant work has been taken undertaken over the previous 12 months to enhance resilience across the infrastructure. The Data Centre 2 project continues to progress to achieve greater resilience. A new ICT Strategy is well developed to help the drive towards a modern resilient ICT infrastructure.
Embedding the Council's new core business platform		31-Mar-2022	Release 2 specific to Environment preprocessors held up due to Covid 19 but now for end May 2021 to go live. Release 5 x 5 Projects of the Financial Procurement Platform being worked and targeted for between April to June 2021 go live. Release 2 of the HR/Payroll x 2 projects being worked and targeted for June – Sept 2021 Go live. Release 1 of Icon Estore went live Apr 21.
Reviewing the Council's change, digital and data programmes in light of Covid-19 due to capacity and budget constraints		31-Mar-2021	Good progress in a number of change, data and digital projects this year. Project prioritisation matrix used across departments to call out resource requirements and prevent conflicting demands. The Data Programme engaged specialist resources to deliver Covid related data analysis. The Core Systems and Digital Programmes also met key milestones with system and service launches.
5 People			
Activity	Progress Bar	Due Date	Latest Note
Providing regular communication and signposting to support positive health and wellbeing of our employees		31-Mar-2022	Regular emails and communication were issued out to staff at the start of the pandemic last year, the frequency of emails has reduced but is still being undertaken.

Activity	Progress Bar	Due Date	Latest Note
Promoting our values for all employees through regular communication and engagement		31-Mar-2022	Corporate Values Working Group is in place and meets quarterly to discuss and agree campaigns to promote the values and fundraising for our corporate charity. We hold a Values week in September each year dedicating a day to each value. The new "Values" category for the We Are East Ren Awards proved to be very successful with the winner being voted for by our employees. On a regular basis the Organisational Development team in partnership with the Communications team promote articles on the intranet and issue global emails that link in with national campaigns to continually raise awareness about our values.
Encouraging workforce and contingency planning to address potential pandemic impact on staffing		31-Mar-2022	Workforce planning group help monthly. HR attend CRMT weekly and produce guidance for managers
Promoting the Council as an employer of choice for all		31-Mar-2022	We have an equality action plan linked to our HR strategy with many actions to address creating an employer of choice for all.
Supporting service users in service design and organisational changes		31-Mar-2022	This is an ongoing action, and linked to the HR Business Partner team roles.
Implementing training to develop the digital and data capacity and skillset of employees, with a particular focus to support homeworking where possible.		31-Mar-2022	This is linked to the digital strategy. Work in continuing in this area.

3 Local Government Benchmarking Framework indicators (LGBF)						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Percentage of income due from council tax received by the end of the year %	97.6%	97.47%	96.42%	97.5%		Council tax collection, when measured as a % of net billed is lower than 2019/20 however, the value of income collected is higher than the value collected in 2019/20. The pandemic halted recovery action 1 the first quarter of 20/21, as did the implementation of the new system in quarter's 3 & 4.
Support services as a % of total gross expenditure	4.8%	5.04%	-	-	-	Rank position improved 1 place to 25 in 2019/20.
The percentage of the highest paid 5% employees who are women	59.8%	59.32%	-	-	-	Data not yet available
The Gender Pay Gap	7.49	6.32	-	-	-	Gender pay gap for 2019/2020 is 6.3%, this is the figure reported to the LGBF and Audit & Scrutiny Committee.
The cost per dwelling of collecting Council Tax	£9.72	£13.09	-	-	-	Data not yet available
The average number of working days per employee lost through sickness absence for: a) local govt employees & craft workers	12.35	12.97	10.37	10.9		Sickness absence has reduced by 2.6 days per FTE when compared with the previous year, and is below target.
Percentage of invoices sampled that were paid within 30 days % (all Council invoices)	81.4%	75.34%	79.8%	-	-	Overall an improvement from last year (75.3%) with COVID19 for 20/21 included.

4 Customer						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
The average time in working days to respond to complaints at stage one (CCS)	2.9	3.4	2.8	5		129 complaints
Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (CCS)	10.9	17.9	11.6	20		8 complaints
5 Efficiency						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days) - Corporate and Community Service's Department.	81.7%	77.2%	74.9%	-	-	Performance has shown a decline since the previous year (2019/20 77.2% largely as a result of staff focus on the pandemic, new Covid-related grant and hardship payments and processes still improving after implementation of the new finance and procurement system. The Department continues to lead on improvements to the invoice payments process, providing greater financial control and assurance.
6 People						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Sickness absence days per employee - Corporate and Community Services Department (Full Department)	10.2	7.2	3.5	-	-	CCS Department absence rate for 20/21 is 3.5 days per FTE. In 2019/20 the absence rate was 7.2 days, and 10.2 days in 2018/19.

EAST RENFREWSHIRE COUNCILCABINETTHURSDAY 26 AUGUST 2021Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE END-YEAR REPORT 2020-2021**PURPOSE OF REPORT**

1. The purpose of this report is to inform the Cabinet of the end year performance of East Renfrewshire Culture and Leisure (ERCL) for 2020-21. The report is based on performance indicators and activities in the Outcome Delivery Plan (ODP) and ERCL business plan. Detailed performance results prepared by the Trust's Chief Executive are attached in Appendix A.

RECOMMENDATION

2. Cabinet is asked to comment on and approve this report as a summary of ERCL end-year performance for 2020–21.

BACKGROUND

3. On 2 July 2015, ERCL was established with the responsibility for the delivery of outcomes and improvements in arts, libraries, sports and community facilities.

4. On an annual basis a performance report is submitted by each department to the relevant committee or Cabinet. For ERCL, the Director of Education submits a report giving his opinion on the performance of ERCL along with a report prepared by the Chief Executive of ERCL.

5. In addition, monitoring of quality and standards of service, financial, equality and complaints information for ERCL is reported to, and monitored, by the Community Planning Partnership (CPP) and Council. This includes:

- a. ERCL's annual Business Plan – which is presented annually to Council for approval. The Business Plan demonstrates how ERCL will support the Council in delivering Best Value.
- b. ERCL provides Council with its quarterly report, which updates on its contribution to relevant outcomes in the Community Plan, Fairer East Ren Plan and Council's ODP.
- c. ERCL's contribution to the Community Plan is monitored by the CPP on a 6 monthly basis. ERCL's Chief Executive is a member of CPP's Performance and Accountability Review (PAR).

REPORT

6. This report (see Appendix A) sets out a high level summary of the performance of ERCL in 2020–21 for arts, sports, libraries and community facilities in the year of the COVID-19 pandemic. The report also includes performance information relating to the ODP. This report has been prepared by the Trust’s Chief Executive, based on their performance monitoring and was presented to and discussed at the last meeting of the ERCL Board on 1 June 2021.

7. Normal operations remained suspended during most of 2020/21 under Government restrictions, save those being used for Civil Contingency functions, or to support management or humanitarian responses to Covid-19.

8. Following the conclusion of a joint agreement with Trade Unions under the Government Coronavirus Job Retention Scheme some staff were placed on furlough from 18 March 2020, with ERCL meeting the full costs of their payroll costs. As of March 21, there were 87% of who staff remained on furlough. Contact has been maintained with all employees throughout the furlough periods to support staff, in what has been a very difficult and uncertain period.

9. While much of the normal work of ERCL was necessarily suspended, the collaborative work in support of East Renfrewshire during lockdown is an exemplar of a Council and its charitable ALEO working together to support the citizens and communities that they jointly serve. Achievements in 2020-21 included:

- Response to Covid-19 Civil Contingency including Barrhead Foundry and Eastwood Park Leisure Centre operating as Mass Vaccination Centres and Cowan Park as an Asymptomatic Testing Centre, these were supported by Library and Venues staff;
- Starting in May 2021, a hugely successful Enrichment Programme of activities for vulnerable young people who have been especially effected during lockdown has been running. Working with colleagues in Social Work, ERCL has created dedicated sessions that include a film club, virtual-reality experiences, cookery, archery, trampolining, dance and drama, hill-walking and swimming;
- Establishment of an SQA-accredited “Technical Theatre in Practice” course in partnership with St. Luke’s High School. The course covers legislation and practice, design, sound operations, lighting operations and a creative practical project;
- Delivery of a programme of on-line performances, many of which were performed and streamed live from the Theatre, as well as other locations;
- Successful bid to Creative Scotland’s Performing Arts Venue Relief fund provided the opportunity to reduce accessibility barriers through free online tickets for low income and vulnerable families for two shows: Artie’s Singing Kettle Show and Artie’s Singing Kettle Story Songs;
- Delivering a selection of new British Sign Language signed children’s theatre and Dementia friendly performances which were filmed and live streamed by Eastwood Park Theatre Tech Crew. Through training and new equipment, staff have skills, knowledge and capacity to further develop this excellent work.
- Engagement between ERCL and schools has been very positive. All Active Schools Co-ordinators are working within their own clusters to support pupils who have

struggled throughout the pandemic as well as supporting with leadership activities, transition, health weeks and sports days;

- 40 new referrals were made to the Live Active programme in quarter 4 enabling residents to receive physical and emotional support in being active at home. ERCL is the second highest performing trust in NHS GG&C for new referrals in 2020/21;
- The Library Summer Reading Challenge 2020 was successful with 1998 children and young people participating. This is an increase of 17% with a ranking of 4th highest in Scotland for number of participants and 5th highest in Scotland for people completing the challenge.

10. Recovery is critical to ERCL's operation and future service delivery so the future focus is naturally on Recovery, and building attendances, participation and customer levels up as safely and quickly as possible. This has included:

- 23 outdoor group fitness classes per week have been running since 22nd March with a 77% attendance rate. Swimming lessons recommenced on 3rd May and indoor fitness classes 17th May; and
- The Get into Summer Programme, which has been planned in conjunction with colleagues in HSCP and ERC, has offered over 200 children and young people a free place in the All Stars Activity, Sports and Football Camps. In addition to this, a universal offer has been provided for free Teen Gym and Aqua Run Fun Sessions in order to help children and young people who have been particularly affected by the pandemic to make the most of their summer and connect with others.

11. Lockdown and closure has afforded some opportunities for improvement and change projects including:

- Redesign of leisure management system and improved online booking capability;
- Mobile Enablement including providing staff with mobile and upgraded devices;
- Replacement of Library Management System;
- Development of increased virtual/online services, including sports, fitness and arts classes;
- New outdoor sports and fitness activities including use of Muirend Pavillion and Cowan Park;
- Development of digital communications and marketing through the ERCL and Theatre websites to improve the digital customer journey; and,
- Launch of ER Leisure App which enables a smoother customer journey and improves customer communications.

12. The vision for ERCL *"is to be the highest-performing Leisure Trust in Scotland"*. Action continues to be taken to improve performance further and modernise service delivery. A working group has been established to create a 10 year culture and leisure strategy for East Renfrewshire.

FINANCE & EFFICIENCY IMPLICATIONS

13. There are no specific financial implications arising from this report. However, in order for ERCL to achieve the strategic aim of creating *"a financially sustainable business model, balancing strong ambitions with commercial viability"* they must address and reduce the operating deficit, i.e. the difference between the income generated from commercial activities and grants and the total operating expenditure. In planning for the period 2021/2022 ERCL needs to recover as fast and efficiently as possible, and identify ways of mitigating projected losses.

14. The closures of the ERCL facilities and services during the Covid-19 pandemic have significantly impacted their operations and income. Operating income for 2020-21 reduced to £950k from £4,320k in 2019/20. However, through careful financial planning and management including the use of the furlough scheme (£2.3m); financials related to the mass vaccination programme (0.5m); accessing external funding; and managed opening of services, ERCL has offset the loss of income resulting in a net income position (surplus) of £750k. There was no increase required to the ERCL Management Fee.

15. East Renfrewshire Culture & Leisure Trust Best Value Review was considered in June 2020 by the Audit and Scrutiny Committee. The Best Value Review report concluded overall that the Trust *'is meeting its savings targets, in accordance with the original objectives when the Trust was established in 2015/16, demonstrating sound, and resilient financial management practices, including improved financial planning through three-year budgeting.'* The report also highlighted that relationships between both organisations were strong and based on mutual respect and understanding.

16. It was agreed that the Director of Education, in consultation with the Chief Executive of the East Renfrewshire Culture and Leisure Trust, would review the recommendations within the Report in light of the Covid-19 pandemic. The relevant recommendations have been incorporated into a Joint Action Plan to address recommendations of Finance and Business Review and Best Value Review; this was shared with the Audit and Scrutiny Committee in March 21.

CONSULTATION

17. ERCL's Business Plan calls for the development of *"An understanding of our customers and audiences, and an offer that attracts and inspires them."* In support of this, they have consulted with customers to gain a better understanding of requirements post lockdown and to allay any concerns about returning, a customer survey to inform the development and introduction of outdoor fitness classes and using social media platforms to seek feedback on services.

PARTNERSHIP WORKING

18. This report relates to the contribution of ERCL to the delivery of the Community Planning Partnership's Community Plan. In making this contribution, ERCL work with many partners across the Council and externally, including national and third sector organisations.

CONCLUSION

19. This report provides a high level summary of performance of ERCL at 2020-21 year - end. Whilst the impact of Covid-19 has had significant impact on the financials for the Trust, ERCL should be commended for their careful planning and management of resources which resulted an end of year balance surplus of £750k. Elected members should note that whilst the information presented here shows that there were reductions in income generated from services, these were as a result of much of the normal work of ERCL having ceased during the two lockdowns, with services having been re-introduced in a limited way when capacity was reduced to comply with Covid-19 management legislation and there was reduced demand for services.

20. The Best Value Review noted that ERCL was *‘to be commended for the excellent work which they are carrying out on social inclusion and improving engagement opportunities for citizens. This demonstrates a responsible and caring approach in the use of the Trust’s finances to represent all parts of the community in meeting the Outcome Delivery Plan; Community Plan; and Fairer East Ren objectives of improving the quality of life for citizens.’*

21. This has been evident through ERCL’s humanitarian response to Covid-19. ERCL Recovery Planning is based on a balance between taking every advantage of available funding and programmes to minimise losses, working closely with East Renfrewshire Council to assist with or deliver activities in response to the pandemic; and staged recommencement of sports and leisure services and reopening of buildings in line with the Government route map.

22. The Director of Education is confident that ERCL is well placed to continue to make positive contributions to the CPP’s Community Plan and will work to achieve the targets set out in the Council’s ODP. The Joint Action Plan to address the recommendations of the Finance and Business Review and Best Value Review will support ERCL in delivering improvements. ERCL will continue to self-evaluate its performance and take the necessary steps in partnership with the Council, to improve those areas identified for improvement in the action plan as part of its business planning process.

23. East Renfrewshire Culture and Leisure Trust has responded well to the challenges that have arisen due to the Covid-19 Pandemic, it has continued to strive towards improving customer experiences, meeting its charitable objectives and is contributing to the health and wellbeing of the residents of East Renfrewshire. ERCL operated with a net income in relation to the budget for 2020-21 and has still continued to deliver £420k of net base savings on NDR and VAT since 2016-17. As such, ERCL is supporting the Council to improve outcomes and secure best value in delivery of services.

RECOMMENDATION

24. Cabinet is asked to comment on and approve this report as a summary of East Renfrewshire Culture and Leisure end-year performance for 2020–21.

Mark Ratter
Director of Education
26 August 2021

Convener Contact Details

Councillor C Merrick, Convener for Community Services and Community Safety
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Local Government Access to Information Act 1985

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Appendix

A. ERCL - Year End Summary Report 2020/21

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Balanced Scorecard & Business Performance Overview

For the quarter ended 31 March 2021

East Renfrewshire Culture & Leisure Board

1 June 2021

Balanced Scorecard

For the quarter ended 31 March 2021

East Renfrewshire Culture & Leisure Limited Business Performance Summary

East Renfrewshire Culture & Leisure Limited Balance Scorecard - Key Performance Indicators For the quarter ended 31 March 2021

- ▲ Improvement from previous period
- No movement from previous period
- ▼ Decline from previous period

PERFORMANCE		CUSTOMER / PROCESS	
Leisure Centre Attendances	-	Customer Complaints	-
Libraries - Total Attendances	-	SiB Action Plan Progress	-
Community Facilities - Total Bookings	-	Operational Projects	-
Theatre - Professional Programme % Target	-	Unplanned Closures / Events	-
Swimming Lesson Participants	-	Audit Recommendations	-
Gym Membership Numbers	-	Communications / Marketing Activity	-
Public Swimming	-	ERC SLA Services	-
Community Sports Courses - % Capacity	▼		
PEOPLE		FINANCIALS	
FTEs	-	Net Income / (Expenditure)	-
Recruitment - <i>vacancy lead time</i>	-	Income	-
Recruitment - <i>% of posts unfilled</i>	-	Expenses	-
Staff Absence		Cost / Income Ratio	-
Disciplinaries / Grievances	-	Average Swimming Income	-
Training & Development	-	Average Gym Membership	-
Leadership	-	Unplanned events / closures - Financial Impact	-
Staff Engagement	-		

East Renfrewshire Culture & Leisure Limited Business Performance Summary

East Renfrewshire Culture & Leisure Limited

Balance Scorecard - Tolerances

For the quarter ended 31 March 2021

PERFORMANCE				CUSTOMER / PROCESS			
Leisure Centres - Cumulative total attendances across all centres (inc. outdoors)	<95%	>95%	>100%	Customer Complaints - Number of complaints through the Customer Comments system compared with the same quarter last year.	>120%	<120%	<100%
Libraries - Total Attendances - Cumulative total 'in person' and 'virtual' visits	<95%	>95%	>100%	Solace in Business Action Plan Progress - Tracking progress of SIB action plan against planned dates	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Community Facilities - Bookings - Cumulative total bookings processed for halls, community centres, pavilions and out of school after 6pm	<95%	>95%	>100%	Operational Projects - Tracking progress of Operational Projects	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Theatre Professional Programme % Target - Percentage of target Professional Programme tickets sold (cumulative)	<95%	>95%	>100%	Unplanned closures / Events - Unplanned closures leading to a claim against ERC	Any	n/a	-
Swimming Lesson Participants - Participants registered at close of Quarter.	<95%	>95%	>100%	Audit Recommendations - Progress against internal and external audit recommendations	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Gym Membership Numbers - Total direct debit members at close of Quarter	<95%	>95%	>100%	Communications / Marketing Activity	Based on activity during Quarter		
Public Swimming Attendances - Total cumulative attendances for casual swimming, themed activities and free swims	<95%	>95%	>100%	ERC SLA Services - General assessment of current SLA services and progress to close gaps	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Community Sports Bookable Courses - % Capacity - Percent of spaces on bookable Sports Development courses filled	<95%	>95%	>100%				
PEOPLE				FINANCIALS			
FTEs - No. of Full-Time Equivalent staff contracted, including O/T & Add Basic	>110%	>105%	<105%	Net Income / (Expenditure)	<95%	>95%	>100%
Recruitment - Average time to fill a vacancy (Request to offer)	>60	>55	<55	Income - Year to Date total income as per current Period financials	<95%	>95%	>100%
Recruitment - % of posts advertised in previous Quarter still unfilled	>15%	>10%	<10%	Expenses - Year to Date total expenses as per current Period financials	>100%	>95%	<95%
Staff Attendance - Cumulative No. of FTE sick days per FTE staff	<95%	>95%	>100%	Average Monthly Swimming Income - YTD income / average members during period	<95%	>95%	>100%
Disciplinary / Grievances - No. of staff discipline / grievances cases live at quarter close	>1	n/a	-	Average Monthly Gym Membership - YTD membership BACS income / average participants during period	<95%	>95%	>100%
Training & Development	Based on activity during Quarter			Unplanned closures / Events - Financial Impact - Base estimate of lost income / additional expenditure from unplanned closures as per "Customer / Process" above	>£5k	n/a	<£5k
Leadership	Based on activity during Quarter						
Staff Engagement	Based on activity during Quarter						

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Performance

Covid-19

Normal operations remained suspended during the period under Government restrictions, save those being used for Civil Contingency functions, or to support management or humanitarian responses to Covid are currently open.

Most notably these include Barrhead Foundry and Eastwood Park Leisure Centre (Carmichael Hall), operating as Mass Vaccination Centres (MVCs), staffed by Venues' teams under the direction of Head of Operations Robert Hammond. Similarly Library and Venues staff supported the operation of the Asymptomatic Testing Centre in Cowan Park which opened in March.

ERCL operated an Easter Holiday Programme, and working in partnership with Social Work, provided places for vulnerable children and young people at both Eastwood and Barrhead High Schools.

87% of staff are currently on furlough under the Coronavirus Job Retention Scheme.

ERCL continues to sit on the East Renfrewshire Council Resilience Management Team, which has now reduced to once-weekly meetings, reflecting the extent to which the various partners are now on top of the various challenges, more than any drop in risk, challenges or the severity of infection rates.

Libraries

The following table details the overall visits to date:

	Q1	Q2	Q3	Q4	Total
Physical Visits	-	1,607	7,766	-	9,373
Virtual Visits	42,904	24,469	25,885	16,498	109,756
Total Visits	42,904	26,076	33,651	16,498	119,129

In line with government restrictions, libraries have been closed during Q4, with access only available to online services for customers.

The refurbishment of Clarkston library was completed in December 2020 and the library is now able to operate once the restrictions are lifted and it is allowed to do so.

Library staff have supported the operation of the Asymptomatic Test Centres since opening at the beginning of March.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Arts & Theatre Activity

As part of continuing to engage audiences whilst closed, a number of activities are underway within the Arts and Theatre service, including:

- Ground breaking digital content for the BSL community has been well received and we are now working with other partners to look at extending this development to future productions. We now have the skills, knowledge and capacity to work with live or remotely with performers and interpreters to create this work.
- We currently have 7 places on our first accredited “Tec School” signed up with pupils from ERC schools. The final touches are being made to the modules all of which have been created in house and will be delivered in house in a theatre setting. Eastwood Park Theatre staff will undergo assessors training over the summer period ready to deliver this new and exciting opportunity initially to young people looking to enter into the industry. Further opportunities in delivering this as industry CPD/adult learning /retraining are being considered.
- The team have taken on the challenge of learning significant new digital theatre skills, installing, training and operating new equipment filming equipment to deliver the online program at Eastwood Park Theatre. There is considerable interest from the wider industry on the set up and outputs we have achieved in such a short period of time.

Community Facilities

Although a number of the community facilities have not operated during the last year, there has been significant activity ongoing in relation to civil contingency responsibilities, supporting ERC and supporting a number of other specific programmes and customers, including:

- Delivering the election sites for ERC with all support and preparation work carried out in advance to secure Covid compliance.
- Supporting the Covid recovery effort through facilitated bookings across many of our halls – Foodshare hubs at Thorntree and Dunterlie, to supporting the set-up of new/pop-up test centre at Muirend Pavillion.
- Education have four classrooms at Eastwood House and HSCP alongside private providers are based in Eastwood House for recruitment and training for those entering into the care sector
- At Clarkston hall we are operating to support the Enrichment Program and delivery of our own fitness class program
- There are ongoing and continuing maintenance pressures around those buildings not currently open or in use by our groups. Regular visits and inspections continue to take place in order to ensure when we are ready to progress the buildings are fit for purpose.
- The refurbishment of Duff Memorial Hall and Library is due to commence at the end of May and preparations have been underway to notify our customers and discuss their future needs as well as physically clearing and preparing the hall.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Fitness Classes

Online Fitness classes continued on Facebook Live allowing customers to join 10 classes per week throughout Q4.

We were able to resume our outdoor group fitness classes from the 22nd March over 3 sites including 2 new outdoor venues at Muirend Pavilion and Cowan Park Barrhead. We ran 23 classes per week with a total weekly capacity of 246 participants at an attendance rate of 77%. A maximum of 14 participants per class was allowed within the regulations.

Active Schools

All ASC's are back working within their own clusters, looking to reconnect with pupils and staff. ASC's are working alongside schools to support pupils that they feel have struggled throughout the pandemic and are having issues re adjusting to being back at school. The focus of the interventions range from behaviour and attendance to enhancing skills such as self-control and team work.

Alongside this work, the ASC's are supporting their schools with leadership opportunities, transition activities, health weeks and sports days.

Live Active

Live Active is a GP referral programme. It has operated online throughout the pandemic and has been a lifeline for some participants in being able to speak to our advisors and getting professional health and wellbeing advice and support. We registered 40 new referrals in Q4. East Renfrewshire is the second highest performing trust in NHS GG&C for new referrals in 2020-21. The advisors continue to offer physical and emotional support to clients, to enable them to be active at home. Exercise prescriptions are regularly updated to include a wider variety of home links.

Positive feedback from scheme members in Q4:

- *Female Hi, All is well here. I am now 2.5lbs away from my 6.5stone weight loss. Hoping to achieve that next week!*
- *Male, type 2 diabetes, 101 kg, seeking to reverse diagnosis combined with Weight Watchers "I'm keeping the walking up and the weight is coming off slowly. I'm below fifteen stone for the first time in over twenty years which is encouraging. I've got below fourteen stone in my sights now."*
- *Female, Cerebral Palsy referred to continue to regularly exercise to maintain gains obtained @PDRU "Hello, Yes I've been joining Lorna on Facebook Live for the past 2 weeks is hard, but lasting for 30 mins is a good start, I think."*
- *Male, hypertension, back pain interested in improving aerobic fitness, weight loss and reducing falls risk. "Hi Laura, I am averaging 10,000 steps daily, I have lost 5kg and I feel my trousers are looser. I have had no back pain for months. I am thinking about increasing my step count goal. I have eliminated sweets, cakes, biscuits etc. and I have altered my eating plan- following a kind of 'Time Restricted Eating' plan, bigger lunch and less at dinner and it's working."*

Vitality

People continued to make use of our free online Vitality classes – both through Facebook Live and pre-recorded.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Business Support

- Staff have been busy contacting all of the halls and school letting customers to understand their feelings and allay any concerns about returning. There is a wide variety of responses in relation to who wants to return and when—restrictions permitting. The team will balance the return of customers with our staffing resource whilst considering the long term impact of those furloughed.
- A number of the staff who were previously furloughed are now supporting colleagues in the Venues team at the Mass Vaccination Centres.
- The Business Support Team are now all back at work to support the various recovery streams e.g. booking customers onto fitness classes / processing re-bookings and refunds; setting up the community sports program allocating places and booking customers on, managing waitlists, resolving payment issues and liaising with customer first.

Customer / Process

Customer Comments

There was 1 complaint received during the quarter.

ERC-ERCL (SIB) Joint Action Plan

The main area with outstanding issues continues to be Financial Services, mainly around financial controls. The next phase of the finance & procurement system roll out includes work in relation to the ERCLT balance sheet work, with the requirement to include reviewing the processes in relation to suspense and control account management.

SLA reviews of accountancy services and the work on updating SLAs with PaTs and ICT have been delayed due to Covid-19. These will re-commence once services are fully re-opened.

Operational Projects

Leisure Management System Development

Work continues to build out the Leisure Management system capability and in particular, the migration of the database to a hosted site, which will provide ERCL with improved response times, increased out of hours cover and the ability to access the upgraded Gladstone 360 software.

Kiosks with chip and pin devices are due to be delivered in Q1 21/22. As part of the shift to a hosted solution, the kiosks and other peripheral devices (chip and pin, door security, photo manager etc) will all be configured and operational on the new infrastructure platform.

A structured process is being developed to manage changes or updates to the system based on operational demands which will enable us to plan and implement any system changes and associated customer communications more effectively.

Mobile Enablement

To enable staff to operate remotely, we have been working with IT, both during lockdown and as staff have returned to work, to support staff with mobile / upgraded devices. The delivery of the remaining IT kit has been delayed but is now expected in May/June and will provide improved flexibility to staff working arrangements.

There are still a small number of desktops which have still to be upgraded in the venues / facilities and these are progressing as resource allows.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Multifunctional devices have been replaced across the venues / facilities following a change in contract. These devices are smaller and more efficient.

Library Management System

The existing Library Management system, provided by Capita is being replaced by 'Spydus', a system provided by Civica. The new system is part of a wider consortium arrangement with a number of other library providers across Scotland, some of which have been using this system for some time. The new system will also support the Portal to the Past database.

A number of staff are engaged in the project, including configuring, testing and providing training to end users, including school librarians.

The system is due to be operational in June 2021.

Communications / Marketing Activity

Due to the higher level of Covid restrictions in place from the end of December, there was limited services in operation for customers throughout the quarter. The main customer engagement activity was through social media, including continuing to offer free online fitness classes on our Facebook page, including classes aimed at our Vitality and Live Active customers.

Outdoor fitness classes were the main service to restart during March, with the shape of the programme influenced by a customer survey, which included extending classes to more venues across East Renfrewshire. In March, the online Theatre programme March – June was launched to engage our existing theatre customers and develop new audiences with a range of theatre shows streamed live from Eastwood Park Theatre.

Given the uncertainty around restrictions, fitness memberships have continued to be suspended due to the operational challenges of managing direct debits in an uncertain climate. As a result, a pay as you go offering has been developed for existing and new customers, which allows them to book and pay online. A multi-pass option has also been made available for existing regular customers.

Work continues on the new ERCL and Theatre websites which will improve our online digital customer journey and focus on our key income drivers for marketing campaigns and lead generation. Customers will be able to easily find products and services, make online bookings. The existing site has migrated over to the new website developer and host, who will operate until the new website is launched.

Unplanned Closures / Events

All venues and facilities were subject to Level 4 restrictions from 26 December 2020 due to Covid 19, with the majority of services closed until restrictions were relaxed to L3 at the end of April. Claims to the value of £2.3m have been submitted in relation to the HMRC Coronavirus Job Retention Scheme for the full year to 31 March 2021, which has in part offset the loss of income.

We plan to continue to access the scheme to support the phased re-opening of services.

ERC SLA Services

Work in relation to updating ICT, PaTS and Finance SLAs has been delayed further due to current events. This work will be progressed as soon as capacity allows. Any emerging service issues are being actively managed directly with the ERC service.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

People

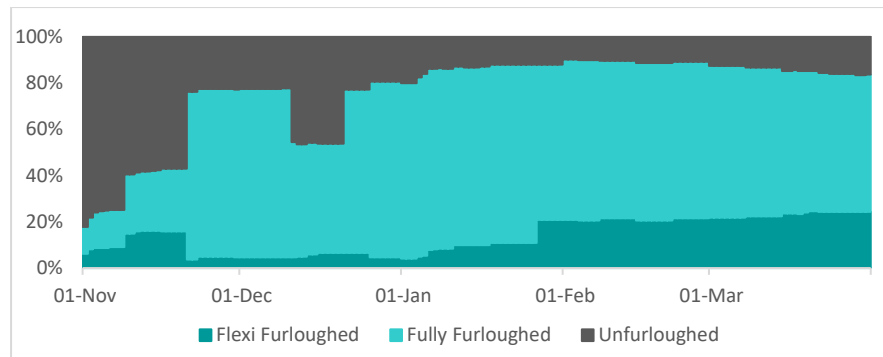
During quarter 4, again there has been minimal recruitment. The current underspend of staff costs has remained consistent.

Staff Engagement

Staff engagement since closure in March 2020 continues to be focused on keeping in touch with furloughed staff, via email, text, blog and online video sessions.

During Q4, on average, there was 89% of staff either fully (63%) or flexi (26%) furloughed, some of whom have been furloughed since the start of the scheme. The chart below shows the profile from Nov 2020.

There are a number of activities which are in place to support the staff, including a closed Facebook page, online wellbeing check in sessions each week with staff engaging in informal discussion and information sharing on ways to look after their wellbeing. Individual team catch ups also took place over zoom to keep in touch.



Training and Development

On-going training has continued for staff as needed in relation to operations, including renewing lifeguard qualifications.

During the quarter, a number of staff participated in Lean 6 Sigma yellow belt training, which focused on change through implementation of efficient processes supported by a 'get it right first time' philosophy. As we re-open and operations start to develop, this will play a key part in how we develop our services and implement the resulting change.

Capital Programmes

A verbal update of the capital programme will be provided at the meeting, including progress in relation to:

- Clarkston Library Refurbishment
- Eastwood Park Gym changing rooms
- Eastwood Leisure Centre and Eastwood Park Masterplan Working Group
- Neilston Joint Campus development
- Refurbishment of Duff Hall

No CPAs will be submitted to ERC in relation to the up and coming planning cycle.

EAST RENFREWSHIRE COUNCILCABINET12 August 2021Report by Head of Accountancy (Chief Financial Officer)FINANCIAL PERFORMANCE FOR YEAR ENDED 31 MARCH 2021**PURPOSE OF REPORT**

1. To advise the Cabinet of the financial results for 2020/21 and to compare the out-turn with the final budgetary control statement for that year which was submitted to the Cabinet on 1 April 2021.

RECOMMENDATIONS

2. It is recommended that members: -
- (i) note the outturn position compared to the previous Budgetary Control Report;
 - (ii) note that once the audit has been completed the final accounts will be submitted to a future meeting of the Council along with the External Auditor's report.

OUTTURN

3. Subject to audit, the financial results contained in the Accounts for the 2020/21 financial year are satisfactory.
- All General Fund departments' outturn spend was within budget, with Directors taking early action to avoid non-essential spend during 2020/21 as it was uncertain whether sufficient government grants would be provided to cover COVID pressures. As sufficient COVID grant funding was confirmed towards year end this effective control of in-year expenditure allowed us to contribute £1,964k to the Non-Earmarked General Fund reserve and the budgeted £3,500k draw on reserves was not required. This represents an improvement of £5,464k on the budget set on 27 February 2020.
 - £12,815k of the COVID government grant funding referred to above and largely received towards the end of 2020/21 is being carried forward via the earmarked Unspent COVID Grants reserve for use specifically in addressing pandemic pressures in 2021/22. This is the principal reason for the significant increase in General Fund reserve balances referred to in my final bullet point below.
 - As highlighted above, the Council's Non-Earmarked General Fund reserve has therefore been increased by £1,964k resulting in a balance of

£11,607k as at 31 March 2021 (4.5% of the annual budgeted net revenue expenditure). This is slightly higher than the Council's most prudent target level of 4% and an improved position from the last reported forecast. Members will recall that the Council agreed to utilise £3,465k of this reserve to assist in balancing the budget for 2021/22, so the forecast balance at 31 March 2022 is now £8,142k (3.2% of revenue budget).

- As anticipated, the year-end surplus included a larger than usual element of underspending on Delegated School Management (DSM) budgets. Members will recall that in setting the 2021/22 budget it was agreed that this position might be reviewed during the current year, with a view to allocating some funding back to schools. A report will be brought to Council on this issue and, if agreed, this would further reduce the non-earmarked reserve balance.
- Capital Expenditure of £35,084k was invested during 2020/21 despite progress on sites being impacted by COVID restrictions.
- An operational deficit of £95k has been made on the Housing Revenue Account, which decreases the accumulated surpluses brought forward on that Account to £2,221k.
- The Council's General Fund reserve balances as at 31 March 2021 total £47,201k and are set out in Note 11 on page 69 of the Accounts. This is an increase of £15,740k from last year and, as highlighted above, is mainly due to unspent Covid related grants which are to be utilised during 2021/22. In total, over £35,500k of General Fund reserve balances are earmarked for specific purposes.

4. It is important to note that most of the reserve balances available are earmarked for specific purposes and that reserves can only be used for one-off investment and not to fund recurring expenditure. However, on the basis of these figures it can be seen that the Council finished the year in a sound financial position. This will assist the Council in taking forward appropriate measures to address the significant financial difficulties and uncertainties in coming years, including balancing annual budget shortfalls, progressing one-off transformational investment designed to generate ongoing revenue financial savings and covering potential future unfunded Covid pressures.

COMPARISON TO BUDGETARY CONTROL

5. The Budget Monitoring Report for Period 10 submitted to the Cabinet on 1 April 2021 forecast an underspend of £3,723k in 2020/21. At the year-end the underspend position improved to £5,464k thus the budgeted £3,500 use of reserves was not required. This improved year end position related mainly to further managed staff vacancies and an increased underspend on supplies and services as Directors continued to avoid all non-essential expenditure.

6. The Period 10 report to Cabinet advised that all services would take steps to contain expenditure within the budget by the year-end, and all General Fund departments achieved that goal.

RECOMMENDATIONS

7. It is recommended that members: -
- (i) note the outturn position compared to the previous Budgetary Control Report;
 - (ii) note that once the audit has been completed the final accounts will be submitted to a future meeting of the Council along with the External Auditor's report.

BACKGROUND PAPERS

A full copy of the Council's unaudited accounts can be accessed within the papers for the Audit & Scrutiny Committee of 24 June 2021.

KEYWORDS

Financial performance, reserves, annual accounts, accounting policies, corporate governance

Further information is available from Barbara Clark, Chief Accountant
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EAST RENFREWSHIRE COUNCILCABINET26 August 2021Report by Head of Accountancy (Chief Financial Officer)ESTIMATED REVENUE BUDGET OUT-TURN 2021/22**PURPOSE**

1. To advise Cabinet of the estimated projected revenue out-turn for 2021-22. The report provides details of expected year end variances for each department at period 3 and is based on the financial position as at 30 June 2021 and subsequent assessment of pressures arising from COVID-19.

RECOMMENDATION

2. It is recommended that:
 - members note the continued financial pressures on operational services arising from the COVID-19 pandemic and that it is expected to cover these from accumulated COVID grant funding.
 - members note the forecast underlying General Fund operational underspend of £856k.
 - members approve service virements and operational adjustments as set out in the notes to the tables on pages 14 to 30 and note the reported probable out-turn position.
 - all departments continue to closely monitor and manage their budgets and ensure that spending up to operational budget levels does not take place.

BUDGET MONITORING STATEMENTS

3. The attached budget monitoring statements provide information in respect of:-
 - Detailed variance analysis between budgeted and out-turn expenditure
 - Service virement and operational budget adjustments

BACKGROUND

4. This report shows the out-turn position as at period 3 against the Council's approved revenue budget for 2021-22, as adjusted to comply with accounting requirements and subsequent Cabinet operational decisions.

The revenue budget for 2021-22 approved by the Council on 25 February 2021 has been adjusted for monitoring purposes as follows:-

	£'000
Budgeted net expenditure per 25 February 2021 report to Council	264,198
Capital Financing - Loans Charge Adjustment	(8,863)
Service Operational Capital Charge Adjustment	15,430
Accountancy adjustments for Ring Fenced and other Grants	(8,505)
Restated net expenditure	<u>262,260</u>
Additional Grant Funding	1,155
Additional COVID support grant	1,474
Total Net Expenditure to be Monitored	<u><u>264,889</u></u>

The report reflects the required accountancy treatment of the IJB in that the Council makes a contribution to the IJB and the IJB then makes a contribution to the HSCP equal to the costs of the activities that the IJB has directed the HSCP to undertake. The HSCP will in operation terms have a net expenditure of zero. However an accounting entry of £1,260,700 has been added to reflect capital charging policies. This sum does not require to be funded.

BUDGET PERFORMANCE

5. As at 30 June 2021, the estimated year end position shows a net adverse variance on net expenditure of £186k based on current information. For General Fund services the projected overspend is £157k. Council Tax collection position is lower than budgeted, with a reduction in income of £200k now anticipated, bringing the total forecast overspend on General Fund services to £357k. The variance is made up of COVID pressures of £1,213k offset by operational underspends of £856k. It is anticipated that the forecast pandemic pressures can be covered by utilising the COVID grant resources awarded to the Council in 2021/22 and the current year. Future monitoring reports will draw down and allocate this grant funding as pressures are confirmed.

The table below provides detail of each department's estimated projected revenue out-turn variance.

Department	Forecast Outturn as at P3 £'000
Education	924
Contribution (to) IJB	0
Environment (Incl. O/Housing)	(568)
Environment – Support	(2)
Corporate & Community – Comm. Res	(587)
Corporate & Community - Support	(389)
Chief Executive's Office	(214)
Chief Executive's Office - Support	(25)
Other Expenditure & Income	607
Joint Boards	28
Corporate Contingency	69
HSCP	0
Housing Revenue Account	(29)
Total £ Variance	(186)
Total Budgeted Expenditure	264,889
% Variance	(0.1%)

Notable variances are as follows:-

i) Education

The current year end forecast indicates an underspend of £924k and reflects COVID related underspends of £719k and operational underspends of £205k. The main COVID variances relate to underspends within the School meals service £359k, lower than budgeted additional support required by ERCLT £593k partly offset by additional payroll costs and a reduction in income recoveries within cleaning and janitorial services. Projected operational underspends include lower payroll costs achieved through turnover £123k and reduced expenditure within School milk operations and Parent Pay transaction fees.

ii) Environment

An overspend of £568k is forecast which reflects pressures of £750k arising as a result of the COVID pandemic, partly offset by £182k of projected normal operational underspends. The main COVID variances relate to under recovery of commercial income relating to Greenlaw Business Centre (£350k) and Roads decriminalisation parking enforcement (£185k) along with Neighbourhood services Agency staff costs (£150k) and Cleansing vehicle hire costs (£65k). The main operational underspends are within staff costs across the services.

iii) Corporate & Community – Community Resources

The projected overspend of £587k is due to COVID related pressures of £535k and operational overspends of £52k. The projected overspend of £587k is primarily due to additional expenditure within Council Tax Reduction and overspends across payroll.

iv) Corporate & Community – Support Services

The projected overspend of £389k is due to COVID related pressures of £398k partly offset by £9k of operational underspends. The main COVID variances relate to I.T. additional costs on equipment, remote working, related project and provider costs. There are also COVID variances across payroll and supplies and services.

v) Chief Executive's Office

The projected overspend of £239k is due to COVID related pressures of £49k and operational overspends of £190k. The main COVID variances are due to reduction in Income within Civic Licensing and Licensing. The projected operational overspend is primarily due to a reduction in Temporary Loans Fund Interest.

vi) Other Expenditure

The underspend of £607k mainly reflects the contingent nature of the Council's change programme and the sufficiency to meet operational events and demands that may arise during the year but have not as yet materialised or been confirmed. This will be subject to change during the year, depending largely on the level of severance costs associated with service reviews.

vii) Integration Joint Board (IJB) Contribution/ Health & Social Care Partnership (HSCP)

The IJB expects services to be in line with budget at year end. An overspend of £411k, largely in adult services, will be met from the IJB reserves. Additional COVID related costs of around £7m are also expected but it has been assumed that Scottish Government funding will be provided to offset these, however significant financial risk remains that we may not receive full funding to offset these additional costs.

CONCLUSIONS

6. The Council's projected revenue out-turn position is reported as a net overspend of £357k, being £1,213k of COVID pressures offset by operational underspends of £856k. The report has highlighted the continued financial pressures on services arising from the COVID-19 pandemic however it is anticipated that drawdown of brought forward COVID grant funding may be used to cover these pandemic related overspends, leaving a forecast operational underspend of £856k. Departments should continue to closely monitor and manage their budget and ensure that spending up to budget levels does not take place.

RECOMMENDATIONS

7. It is recommended that:
- members note the continued financial pressures on operational services arising from the COVID-19 pandemic and that it is expected to cover these from accumulated COVID grant funding.
 - members note the forecast underlying General Fund operational underspend of £856k.
 - members approve service virements and operational adjustments as set out in the notes to the tables on pages 14 to 30 and note the reported probable out-turn position;
 - all departments continue to closely monitor and manage their budgets and ensure that spending up to operational budget levels does not take place.

REPORT AUTHOR

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Report date 5th August 2021

BACKGROUND PAPERS

The report refers to the attached budgetary monitoring statements.

BUDGET MONITORING REPORTS
PERIOD 3
As at 30 June 2021

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EDUCATION
PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £923,900 UNDERSPEND

Pre Five Education (£40,600 overspend)

The overspend arises due to additional payroll costs incurred in relation to necessary cover for Covid related absences (£41k).

Primary Education (£114,500 underspend)

The variance relates mainly to the estimated ongoing impact of Covid on the school meals service (£128k). The impact of the expansion of Free School Meals (FSM) to all Primary 4 pupils from August 2021 and Primary 5 pupils from January 2022 will be reflected as the new school session progresses. This underspend is partially offset by an under-recovery of income in relation to the recharge of Pupil Support Assistants (PSA) to other local authorities (£10k).

Secondary Education (£153,100 underspend)

As with Primary Education, the variance relates mainly to the estimated ongoing impact of Covid on the school meals service (£189k). This is partially offset by additional payroll costs incurred in relation to necessary cover for Covid related absences (15k), additional accommodation costs arising due to Covid response (£16k) and an under-recovery of PSA income (£5k).

Special Education (£22,400 underspend)

As above, the variance relates to the estimated ongoing impact of Covid on the school meals service (£42k) partially offset by additional payroll costs arising as a result of the Covid response within this sector (£19k).

Schools Other (£69,900 underspend)

The underspend relates mainly to school milk (£71k) and the anticipated underspend on Parent Pay transaction fees as a result of Scottish Government policy changes associated with FSM and the removal of charges for the Instrumental Music Service and the impact of ongoing reduced activity in relation to school trips (£27k). This is partially offset by a reduction in income for Instrumental Music during the latter part of school session 2020/21 (£39k).

Administration Services (£31,200 underspend)

The underspend arises mainly due to additional turnover and superannuation savings forecast to be achieved (£31k).

Facilities Management (£28,500 overspend)

An under-recovery of income in relation to cleaning and janitorial recharges (£93k) is forecast due to the phased re-opening of some buildings/facilities. This is partially offset by additional turnover savings forecast within the service (£66k).

Culture and Leisure Services (£593,400 underspend)

The most recent forecast available estimates that the net additional support required to be provided to East Renfrewshire Culture & Leisure (ERCL) as a result of Covid is lower than that budgeted as a result of the extension of the Coronavirus Job Retention Scheme (CJRS) and the recharge of expenditure to the NHS in connection with the mass vaccination centres and asymptomatic testing centre (£593k).

Other Services (£8,500 underspend)

Additional turnover savings within Psychological Services (£19k) are offset by increased Transport costs and the under-recovery of privilege transport income (£11k).

Summary:

Period 3 figures have been prepared on a probable outturn basis and therefore reflect anticipated full year costs. This forecast, which is based on the information currently available, indicates an underspend of £923,900. This reflects a forecast underspend of £719k in relation to Covid, and £205k of projected operational underspends.

In summary the main Covid variances relate to an underspend in the school meals service due to the ongoing impact of Covid (£359k) and lower than budgeted additional support forecast to be required by ERCL (£593k). This underspend is partially offset by additional payroll costs arising from the need to provide necessary cover for Covid related absences (£76k), additional accommodation costs (£16k), loss of Instrumental Music income (£39k), an under-recovery of income in respect of cleaning and janitorial services (£93k)

Projected operational underspends include lower payroll costs achieved mainly through additional turnover savings (£123k), an underspend on school milk (£71k) and a reduction in Parent Pay transaction fees (£27k), offset by a forecast under-recovery of PSA income (£15k).

CONTRIBUTION TO INTEGRATION JOINT BOARD

PROBABLE OUTTURN FORECAST AS AT 30th June 2021 – Nil Variance

Contribution to Integration Joint Board (IJB) (Nil variance)

The projected outturn position reflects agreed additional funding within the contribution to the Integration Joint Board.

Summary:

The projected outturn position, is that the contribution to IJB is in line with agreed funding.

ENVIRONMENT – NON SUPPORT

PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £568,100 OVERSPEND**Directorate & Management (£41,500 Overspend)**

Whilst payroll costs are projected to overspend (£180k), contributions from Spend to Save and Modernisation Funds (£160k) will partially offset this. Electricity costs associated with an increasing number of electric vehicle charging points are projected to overspend (£20k).

Properties (Environment & Non-Operational) (£10,000 Underspend)

In line with previous years, an underspend on Street Nameplates (£10k) is projected.

Planning and Building Control (£58,100 Overspend)

Whilst payroll costs are projected to overspend (£105k), it is expected that this will be partially offset by an over-recovery in fee income (£50k).

Economic Development (£350,000 Overspend)

Covid-19 continues to impact upon Greenlaw Business Centre and the Council's ability to generate income from the Business Centre (£350k).

Roads (£185,000 Overspend)

Whilst payroll costs are projected to overspend (£290k), it is expected that this will be fully offset by an over-recovery in income (£290k). However, income from decriminalised parking enforcement continues to be badly affected by covid-19 and is projected to under-recover (£185k).

Neighbourhood Services (£59,900 Overspend)

Whilst a small underspend in payroll costs is projected (£90k), agency staff costs are expected to overspend (£150k). Agency staff continue to be required to cover covid related absences, covering both sickness and self-isolation absences.

Parks (£28,100 Underspend)

Although small overspends in payroll costs (£20k) and supplies & services (£10k) are projected, these will be more than offset by a projected net over-recovery in operational income (£60k).

Cleansing (£131,300 Overspend)

A projected covid related overspend (£65k) is expected in relation to additional vehicle hire costs that have arisen. On top of this, necessary repair works at Thornliebank Depot (£60k) need to take place.

Protective Services (£33,400 Underspend)

A number of small underspends (£30k) are projected across Supplies & Services

Other Housing (£186,200 Underspend)

An underspend in payroll costs (£160k) is projected as there are currently a number of vacancies. On top of this, an underspend on subcontractors is projected (£30k).

Summary: The above figures have been prepared on a Probable Outturn basis and therefore represent full year variances. Covid-19 continues to significantly impact upon the department: current projections again assume that no income will be generated from Greenlaw Business Centre in 21/22 (£350k); within Roads, income from decriminalised parking enforcement is expected to be significantly under-recovered (£185k); across Neighbourhood Services, agency staff are required to cover covid-19 related absences (£150k) and additional vehicle hire costs continue to be incurred so as to maintain bubbles throughout the workforce (£65k). Across the department there are some operational underspends, mainly in Staff Costs, as a number of vacancies are currently being carried. The variances noted will be closely monitored for the remainder of the year with mitigating actions taken by management where this is possible.

ENVIRONMENT – PROPERTY AND TECHNICAL SERVICES**PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £ 2,100 Overspend****Property & Technical - Operations (£24,400 Overspend)**

Payroll costs are projected to overspend slightly (£24k), although it is anticipated that this will be offset in other areas of the service.

Property & Technical – Strategy (£22,300 Underspend)

An underspend in payroll costs is projected (£22k), offsetting the projected variance noted above.

Accommodation (Nil variance)

Central Accommodation costs are expected to be in line with budget.

Summary:

The above figures have been prepared on a Probable Outturn basis and therefore represent full year variances.

CORPORATE & COMMUNITY – COMMUNITY RESOURCES

Probable Outturn Forecast as at 30th June 2021 - £586,900 Overspend

Communities and Strategy – Operational (£700 Underspend)

There are no significant variances to report at this time.

Humanitarian Need – Covid 19 (Nil variance)

Funding of £800k was carried forward into the current financial year for Humanitarian projects. Of this, £300k has already been approved by Cabinet covering additional staffing (£205k), training (£50k), free breakfasts (£28k) and transport (£10k). Other initiatives including community projects, fuel support and emerging need are ongoing and the expectation is that the funding will be fully utilised by the end of March 2022.

Community Safety (£131,400 Overspend)

The overspend is mainly due to additional overtime costs to cover for staff absences and secondments to the covid isolation support service (£84k). In addition, maintenance costs are expected to be overspent by £19k and an under-recovery of £25k is anticipated in parking income.

Money Advice & Registrars (£35,000 Underspend)

The underspend is largely due to payroll as a result of staff turnover and vacant hours.

Directorate, Strategic Insight & Partnerships Management (£200 Overspend)

There are no significant variances to report at this time.

Members Expenses, Grants, Elections and Corporate & Democratic Core (£3,400 Underspend)

The underspend is due to minor underspends across payroll lines.

Housing Benefits & Revenues Benefits, Business Support Team and Revenues Admin (£55,400 Overspend)

This overspend is largely due to increased staff costs due to covid-19 and additional processing requirements by the team.

Council Tax/Non Domestic Rates (£439,000 Overspend)

There has been a significant increase in the number of applications received for Council Tax Reduction (CTR) mainly due to covid-19 and therefore an overspend of £453k is anticipated on this budget line.

Summary:

Period 3 figures have been prepared on a probable outturn basis and therefore reflect full year costs. The overspend of £586,900 is mainly due to an overspend on the Council Tax reduction budget together with overspends across payroll

CORPORATE & COMMUNITY – SUPPORT SERVICES

Probable Outturn Forecast as at 30th June 2021 - £389,300 Overspend

Revenues General (£18,800 Overspend)

The overspend is mainly due to the requirement to recruit temporary staff to deal with covid-19 pressures.

Strategy – Support and Insight (£3,100 Overspend)

The overspend is mainly due to a combination of higher expenditure on data analytics offset with slippage on payroll.

PMO – (Nil variance)

There are no significant variances to report at this time.

IT (£349,700 Overspend)

The overspend is due to a combination of covid-19 related costs of £371k covering additional phone costs and related project costs partially offset by underspends within payroll.

Customer First (£6,700 Underspend)

The underspend is due to lower expenditure on payroll than budgeted.

Communications & Printing (£27,900 Underspend)

The underspend is mainly due to slippage on the payroll budget.

Human Resources & Payroll (£54,000 Overspend)

The overspend is mainly due to increased staffing costs to cover for maternity leave, sickness absence and unbudgeted hours.

Democratic Services (£1,700 Underspend)

There are no significant variances to report at this time.

Summary:

Period 3 figures have been prepared on a probable outturn basis and therefore reflect full year costs. The net overspend of £389,300 is mainly due to an overspend on the IT budget as a result of covid-19 together with overspends across payroll and supplies and services.

CHIEF EXECUTIVES'S – NON SUPPORT**PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £213,600 OVERSPEND**

Temporary Loans Fund Interest income is projected to outturn under-recovered (£160k) due to the very low level of interest rates currently available in commercial markets. In addition Civic Licensing and the Licensing Board are projected at present to outturn over budget (£45.6k and £8k respectively) due mainly to a loss of income arising from the Covid 19 pandemic.

Summary:

Period 3 figures have been prepared on a probable outturn basis and therefore reflect projected full year costs. The projected overspend at Period 3 of £213,600 is due to a loss of Temporary Loans Fund Interest and a loss of income arising from the Covid 19 pandemic.

CHIEF EXECUTIVE'S OFFICE – SUPPORT

PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £ 24,500 OVERSPEND

The projected overspend of £24,500 is comprised of several variances:

There are projected payroll overspends in Accountancy (£36k), Chief Executive's Office (£11k) and Legal Services (£9k) due to less staff turnover than what is allowed for in the budget. There is also a temporary post in Procurement that is funded by the Modernisation Fund (see below). Supplies & Services in Procurement are projected to overspend (£75k) as the result of the costs of a seconded officer from Scotland Excel which is met from the Modernisation Fund (see below). Supplies & Services in Legal are projected to overspend (£20k) due to additional legal costs most of which are rechargeable to other Departments (see below).

Largely offsetting these adverse variances are projected underspends In Internal Audit (18.5k) and Procurement (£33k) due to staff vacancies. In addition, Supplies and Services in Accountancy are projected to underspend (£3k) based upon last year's outturn and current levels of expenditure to date. Legal recharges to other Departments are projected to outturn above budget (£25k) due to additional legal fees that have been incurred and are recoverable from other Departments (see above). Income in Procurement is projected to outturn above budget (£47k) due to a drawdown from the Modernisation Fund to fund a temporary post (see above) and the Scotland Excel secondment (see above).

Summary:

Period 3 figures have been prepared on a probable outturn basis and therefore reflect projected full year costs. The projected overspend at Period 3 of £24,500 is due to lower than budgeted staff turnover in Accountancy, Chief Executive's Office and Legal Services. In Procurement there is a temporary post and additional costs for a seconded officer from Scotland Excel. In Legal Services there are higher Supplies and Services. Largely offsetting these adverse variances are vacant posts in Internal Audit and Procurement and an underspend in Accountancy Supplies and Services. There is also additional income in Legal from recharges to other Departments and additional income in Procurement from the Modernisation Fund.

OTHER EXPENDITURE & INCOME

PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £606,900 UNDERSPEND

Restructuring Costs (£312,500 Underspend)

It is expected that this resource will not be fully utilised to meet restructure commitments and redeployment costs at this time.

Unallocated Overheads (£206,000 Underspend)

Forecast pension revised based on anticipated utilisation of funds.

Loan Debt (Nil Variance)

Given current uncertainties, projection is Loan debt expenditure will be in line with budget at the end of the financial year.

Other Services (£88,400 Underspend)

Lower than anticipated expenditure arising from contingent operations / costs that have not as yet materialised or been confirmed.

Summary:

Month 3 figures are prepared on a probable outturn basis and reflect initial projected full year costs. The reported position of £606,900 will be monitored and adjusted as required in conjunction with implementation of Council's service redesigns and arising events and it is expected to reduce before the year-end.

HEALTH & SOCIAL CARE PARTNERSHIP
PROBABLE OUTTURN FORECAST AS AT 30th June 2021 – Nil Variance

Children & Families & Public Protection (£680,000 Underspend)

This projected underspend is due to the current level of staff turnover and property costs (£138k) and commitments for third party payments including foster care allowances (£264k) and other Third Party payments (£237k). It is expected that there will be a planned overspend in Youth Counselling which will be met from reserves and this is reflected in the underspend reported. It is also anticipated that demand and activity will increase as we emerge from the pandemic, requiring further use of reserves as the year progresses.

Adult – Intensive Services (£1,575,000 Overspend)

1. Care at Home – There is a projected overspend of £1,327k within Homecare related in the main to staffing costs – Agency costs £776k, HSCP staff £175k, and care costs (£400k).
2. Telecare – there is a projected overspend of £476k, mainly related to staffing costs.
3. Day Centres including Kirkton – there is an underspend in day centre costs mainly around staffing costs, overall underspend £263k.

There continues to be increased volume within Homecare, alongside paying on planned activity, in line with the nationally agreed principles, which is offset in part by reduced costs within Nursing and Residential care. A current review of the service alongside an overall review of the balance of care in terms of current trends is ongoing as well as a move away from paying on planned activity to nationally agreed rates with external providers. A budget virement between Nursing and Residential costs is being considered in relation to those changes in trends which are recurring. All developments will continue to be monitored closely.

Adult – Localities Services (£735,000 Underspend)

The main variances within our adult community services across both Eastwood and Barrhead localities are:

1. Older People – the projected underspend of £884k relates mainly to care commitments and staff turnover within teams. There is a significant underspend of around £2m within Nursing and Residential care and this continues to offset additional costs of care within localities purchased care (£1.2m) and also the increased activity in Care at Home within Intensive Services. The cost projections make an early allowance for winter activity. A budget virement (see intensive services above) is being considered to re-balance budgets between care at home and nursing and residential care budgets.
2. Physical & Sensory Disability – the projected overspend of £248k reflects a higher level of current care package commitments (£111k). Staffing costs are projected to overspend due to turnover not being met (£86k) and early projections of spend within aids and adaptations indicate a potential overspend (67k). Demand for adaptations may yet increase as part of recovery and this will continue to be monitored.
3. Learning Disability – the projected underspend of £99k is due to underspends in staffing costs due to turnover (£189k) offset by a slight overspend in committed care packages of (£60k) and a reduction in expected income from Independent Living Fund (£55k). There is also savings from day centre underspends (£30k) across property, transport and supplies.

Recovery Services – Mental Health & Addictions (£298,000 Overspend)

The projected overspend of £390k in Mental Health reflects current recorded care commitments and staff costs, there has been an increase in client volume since 2020/21. An underspend of £93k in relation to Addictions services reflects staff turnover and current care package cost commitments.

Finance & Resources (£47,000 Underspend)

A projected underspend of £47k is now reported in relation to staff turnover, and property costs across the service partially offset by additional costs within supplies and services.

Contribution from IJB (£411,000 Over recovery)

This is the net contribution from the IJB reserves to meet the projected operational overspend relating to social care in the current financial year, as required. Work is ongoing to minimise the planned draw on IJB reserves.

Summary: The projected outturn position, which highlights a potential overspend of £411k, will be met from IJB reserves, as required, subject to the final outturn at the end of the financial year. Useable reserves could be depleted further if they are required to cope with unachieved savings.

The partnership continues to carry unachieved savings of around £3.8m as the ability to achieve these savings has been severely curtailed by the pandemic. These unachieved savings will be included in our COVID returns to Scottish government and, it has been assumed that we will receive full funding alongside some achievement ourselves in relation to the HSCPs recovery and renewal programme. This remains a risk to the HSCP and all efforts continue to be made to realise as much of these savings as is possible within the 2021/22 financial year, with the potential to use reserves to be considered should Scottish Govt funding not be extended.

All other additional Covid19 costs continue to be reported to the Scottish Government as part of the HSCP Mobilisation Plan and are reflected in the reported position with the assumption of matching income. The cost assumptions will continue to be revised as actual costs are incurred, however the significant financial risk remains that we may not receive full funding to offset the additional costs. In mitigation of this risk regular monitoring continues to be ongoing in order to flag up early issues and take decisive action where possible.

This position will be subject to change as monitoring and commitment information are refined over the course of the year

HOUSING REVENUE ACCOUNT**PROBABLE OUTTURN FORECAST AS AT 30th June 2021 - £ 29,400 OVERSPEND****Housing Revenue Account (£21,300 Overspend)**

A number of small underspends across Supplies & Services are forecast (£21.3k), particularly with regards to the purchase of equipment.

Housing Maintenance Team (£8,100 Overspend)

Subcontractor costs are forecast to be slightly overspent (£8.1k)

Summary:

The above figures have been prepared on a Probable Outturn basis and therefore represent full year variances. The overspends noted above all relate to overspends within Supplies & Services. These variances will continue to be monitored throughout the year.

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Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Education	157,882,000	8,686,500	166,568,500	34,381,211	34,792,484	(411,273)	923,900
Contribution to Integration Joint Board	54,319,400		54,319,400	10,735,362	6,261,051	4,474,311	0
Environment	26,257,900		26,257,900	6,001,232	5,883,170	118,062	(568,100)
Environment - Support			0	556,311	1,317,008	(760,697)	(2,100)
Chief Executives Office	65,000	5,200	70,200	25,525	54,195	(28,670)	(213,600)
Chief Executives Office - Support			0	723,903	665,199	58,704	(24,500)
Corp & Comm - Community Resources	12,798,100	215,600	13,013,700	1,416,139	33,796	1,382,343	(586,900)
Corp & Comm - Support			0	4,018,947	4,003,580	15,367	(389,300)
Other Expenditure & Income	1,789,300		1,789,300	258,900	182,431	76,469	606,900
Joint Boards	2,358,800		2,358,800	535,500	531,516	3,984	28,500
Contingency - Welfare	200,000		200,000	0	0	0	68,900
Health & Social Care Partnership	0	646,700	646,700	153,500	171,047	(17,547)	0
Service Resource Adjustment	-335,300		(335,300)			0	0
Additional COVID19 Support Grant			0			0	0
Housing Revenue Account	0	0	0	(1,417,470)	(1,778,356)	360,886	(29,400)
TOTAL	255,335,200	9,554,000	264,889,200	57,389,060	52,117,121	5,271,939	(185,700)
Summary of Operational Adjustments.							
Capital Charges		15,429,600					
Ring Fenced Grants - Education & HSCP		(8,505,100)					
Additional RSG Funding		1,155,000					
Addit.COVID19 Supp. Grant-		1,474,500					
Devolved School Management		0					
		<u>9,554,000</u>					

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Employee Costs	164,537,400	2,228,100	166,765,500	42,952,524	42,196,044	756,480	(3,645,800)
Property Costs	18,254,800	500	18,255,300	7,010,030	6,314,049	695,981	(7,200)
Transport Costs	5,703,400	5,000	5,708,400	1,437,129	1,464,426	(27,297)	(169,700)
Supplies & Services	49,594,300	2,913,600	52,507,900	10,797,461	12,601,431	(1,803,970)	(325,800)
Third Party Payments	56,932,000	191,900	57,123,900	11,591,428	17,084,350	(5,492,922)	(5,183,300)
Transfer Payments	19,655,400	147,000	19,802,400	4,000,835	3,489,872	510,963	(1,054,700)
Support Services	15,432,300	0	15,432,300	12,950	2,623	10,327	0
Other Expenditure			0	0	0	0	0
Depcn And Impairment Losses	0	15,429,600	15,429,600	0	0	0	0
Financing Costs	4,289,000		4,289,000			0	0
TOTAL EXPENDITURE	334,398,600	20,915,700	355,314,300	77,802,357	83,152,795	(5,350,438)	(10,386,500)
Income	(79,063,400)	(11,361,700)	(90,425,100)	(20,413,297)	(31,035,674)	10,622,377	10,200,800
TOTAL	255,335,200	9,554,000	264,889,200	57,389,060	52,117,121	5,271,939	(185,700)

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Subjective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Education	Employee Costs	115,302,200	2,149,100	117,451,300	28,449,146	27,147,108	1,302,038	215,500
	Property Costs	12,839,200	500	12,839,700	5,479,516	4,936,585	542,931	(23,300)
	Transport Costs	1,964,400	5,000	1,969,400	492,254	491,955	299	(700)
	Supplies & Services	26,512,600	2,913,600	29,426,200	3,505,086	5,082,504	(1,577,418)	931,800
	Third Party Payments	12,527,200	191,900	12,719,100	3,495,655	3,474,890	20,765	593,000
	Transfer Payments	848,900	147,000	995,900	155,300	250,963	(95,663)	(394,600)
	Support Services	5,755,800	0	5,755,800	0	360	(360)	0
	Depcn And Impairment Losses		13,948,100	13,948,100	0	0	0	0
Total Expenditure		175,750,300	19,355,200	195,105,500	41,576,957	41,384,365	192,592	1,321,700
	Income	(17,868,300)	(10,668,700)	(28,537,000)	(7,195,746)	(6,591,881)	(603,865)	(397,800)
Education	TOTAL	157,882,000	8,686,500	166,568,500	34,381,211	34,792,484	(411,273)	923,900

Summary of Operational Adjustments:

Specific Grant	(7,891,100)
Capital Charges	13,948,100
Addit.COVID19 Grant- Education Recovery	1,279,000
Addit.COVID19 Grant- Summer Activities	187,000
Addit.COVID19 Grant- Family Pandemic Pmt - Admin	8,500
Addit. Grant- FSM school holidays	231,000
Addit. Grant- FSM P4 & P5	777,000
Addit. Grant- School Clothing Grants	147,000

Devolved School Management

There have been operational adjustments between objective headings in this reporting period in accordance with approved DSM scheme.

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8,686,500

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Education	Pre Five Education	15,730,500	(6,399,000)	9,331,500	678,024	258,911	419,113	(40,600)
	Primary Education	47,234,300	2,959,600	50,193,900	12,287,270	12,248,988	38,282	114,500
	Secondary Education	60,160,200	4,463,800	64,624,000	14,863,964	15,248,395	(384,431)	153,100
	Schools Other	4,974,700	1,693,500	6,668,200	406,230	(137,798)	544,028	69,900
	Special Education	7,501,900	329,600	7,831,500	1,707,314	1,592,639	114,675	22,400
	Psychological Service	907,300		907,300	219,974	245,397	(25,423)	19,200
	Transport (excl Spec Educ)	1,109,400	(13,000)	1,096,400	276,157	283,803	(7,646)	(10,700)
	Bursaries / Emas	0		0	0	62,370	(62,370)	0
	Provision for Clothing	227,700	147,000	374,700	0	3,600	(3,600)	0
	Administration & Support	7,854,000	3,996,400	11,850,400	796,498	871,319	(74,821)	31,200
	School Crossing Patrollers	0		0	(10,660)	49,230	(59,890)	0
	Catering	0		0	(78,847)	245,132	(323,979)	0
	Cleaning & Janitorial	1,948,400		1,948,400	420,417	1,115,719	(695,302)	(28,500)
	Culture & Leisure Services	10,233,600	1,508,600	11,742,200	2,814,870	2,704,779	110,091	593,400
Education	TOTAL	157,882,000	8,686,500	166,568,500	34,381,211	34,792,484	(411,273)	923,900

Summary of Operational Adjustments:

Specific Grant	(7,891,100)
Capital Charges	13,948,100
Addit.COVID19 Grant- Education Recovery	1,279,000
Addit.COVID19 Grant- Summer Activities	187,000
Addit.COVID19 Grant- Family Pandemic Pmt - Admin	8,500
Addit. Grant- FSM school holidays	231,000
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Addit. Grant- School Clothing Grants	147,000

Devolved School Management

There have been operational adjustments between objective headings in this reporting period in accordance with approved DSM scheme.

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8,686,500

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Subjective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Contribution to Integration Joint Board	Third Party Payments	54,319,000	0	54,319,000	10,735,362	6,261,051	4,474,311	0
Contribution to Integration Joint Board	TOTAL	54,319,000	0	54,319,000	10,735,362	6,261,051	4,474,311	0

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Contribution to Integration Joint Board	Core Funding	54,319,000	0	54,319,000	10,735,362	6,261,051	4,474,311	0
Contribution to Integration Joint Board	TOTAL	54,319,000	0	54,319,000	10,735,362	6,261,051	4,474,311	0

Budgetary Control Statement
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Period End: 30 June 2021

Period 03 / 2122

Department	Subjective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Environment	Employee Costs	15,429,400		15,429,400	3,545,804	3,622,644	(76,840)	(624,700)
	Property Costs	2,573,800		2,573,800	672,795	744,189	(71,394)	(48,300)
	Transport Costs	3,290,100		3,290,100	822,525	802,223	20,302	(78,900)
	Supplies & Services	14,945,600		14,945,600	3,571,792	2,833,139	738,653	(164,300)
	Third Party Payments	826,100		826,100	67,300	100,067	(32,767)	(375,200)
	Transfer Payments	706,200		706,200	165,375	4,777,299	(4,611,924)	(131,300)
	Support Services	2,955,100		2,955,100	12,675	0	12,675	0
	Depcn And Impairment Losses	0		0			0	0
Total Expenditure		40,726,300		40,726,300	8,858,266	12,879,561	(4,021,295)	(1,422,700)
	Income	(14,468,400)		(14,468,400)	(2,857,034)	(6,996,390)	4,139,356	854,600
Environment	TOTAL	26,257,900	0	26,257,900	6,001,232	5,883,170	118,062	(568,100)

Summary of Operational Adjustments.

0

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Environment	Directorate & Supp Environment	1,807,200		1,807,200	257,195	61,300	195,895	(41,200)
	Environment Accommodation	0		0	332,425	316,546	15,879	0
	Planning & Development	931,300		931,300	166,502	164,247	2,255	(58,100)
	Economic Development Summary	890,000		890,000	149,384	1,515,475	(1,366,091)	(350,000)
	Roads - Council	9,752,800		9,752,800	2,503,562	3,076,331	(572,769)	(185,000)
	Roads Contracting Unit	0		0	(6,779)	2,053	(8,832)	0
	Parks	(287,300)		(287,300)	(143,150)	(576,078)	432,928	28,100
	Cleansing & Recycling	218,900		218,900	(310,353)	(433,239)	122,886	(131,300)
	Waste Management	3,868,300		3,868,300	973,325	805,380	167,945	0
	Protective Services	1,205,100		1,205,100	231,779	174,831	56,948	33,400
	Transport	0		0	(65,504)	(37,279)	(28,225)	0
	Neighbourhood Services Mgmt	5,132,600		5,132,600	1,193,371	1,133,311	60,060	(59,900)
	Env Strat/ Op Management	191,900		191,900	59,839	60,261	(422)	0
	Non Operational Properties	165,400		165,400	53,925	33,305	20,620	10,000
	Other Housing	2,017,600		2,017,600	522,041	(514,372)	1,036,413	186,200
	Strategy - Bi Team	364,100		364,100	83,670	101,098	(17,428)	(300)
Environment	TOTAL	26,257,900	0	26,257,900	6,001,232	5,883,170	118,062	(568,100)

Summary of Operational Adjustments.

0

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 Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Subjective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Environment - Support	Employee Costs	2,123,200		2,123,200	487,911	440,599	47,312	(2,100)
	Property Costs	1,041,800		1,041,800	260,450	446,387	(185,937)	0
	Transport Costs	14,700		14,700	3,675	1,466	2,209	0
	Supplies & Services	286,400		286,400	46,075	423,273	(377,198)	0
	Support Services	1,100		1,100	275	0	275	0
	Depcn And Impairment Losses	0		0			0	0
Total Expenditure		3,467,200		3,467,200	798,386	1,311,725	(513,339)	(2,100)
	Income	(1,114,200)		(1,114,200)	(242,075)	5,283	(247,358)	0
Environment - Support	TOTAL	2,353,000	0	2,353,000	556,311	1,317,008	(760,697)	(2,100)

Summary of Operational Adjustments.

Capital Charges 0

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Environment - Support	Prop & Tech - Operations	815,300		815,300	200,597	227,013	(26,416)	(24,400)
	Accommodation	1,092,900		1,092,900	262,125	467,362	(205,237)	0
	Property & Technical - Strategy	444,800		444,800	93,589	622,633	(529,044)	22,300
Environment - Support	TOTAL	2,353,000	0	2,353,000	556,311	1,317,008	(760,697)	(2,100)

Summary of Operational Adjustments.

Capital Charges 0

Budgetary Control Statement
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Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office	Employee Costs	22,600		22,600	5,200	5,415	(215)	(2,100)
	Transport Costs	3,000		3,000	750	818	(68)	(500)
	Supplies & Services	413,500		413,500	82,225	82,867	(642)	(1,900)
	Support Services	56,500		56,500	0	0	0	0
	Depcn And Impairment Losses	0	5,200	5,200	0	0	0	0
Total Expenditure		495,600	5,200	500,800	88,175	89,100	(925)	(4,500)
	Income	(430,600)		(430,600)	(62,650)	(34,905)	(27,745)	(209,100)
Chief Executives Office	TOTAL	65,000	5,200	70,200	25,525	54,195	(28,670)	(213,600)

Summary of Operational Adjustments.

capital charges 5,200

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office	Accountancy & Directorate	58,500	0	58,500	78,800	79,544	(744)	(160,000)
	Licensing	6,500	5,200	11,700	(34,200)	(22,256)	(11,944)	(45,600)
	Licensing Board	0		0	(19,075)	(3,093)	(15,982)	(8,000)
Chief Executives Office	TOTAL	65,000	5,200	70,200	25,525	54,195	(28,670)	(213,600)

Summary of Operational Adjustments.

Capital Charges 5,200

Budgetary Control Statement
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Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office - Support	Employee Costs	3,105,400		3,105,400	714,028	696,494	17,534	(4,700)
	Supplies & Services	86,400		86,400	32,600	50,433	(17,833)	(114,800)
	Third Party Payments	75,500		75,500	0	0	0	(800)
	Transfer Payments	0		0	0	0	0	0
	Support Services	0		0	0	0	0	0
Total Expenditure		3,267,300		3,267,300	746,628	746,927	(299)	(120,300)
	Income	(423,300)	0	(423,300)	(22,725)	(81,728)	59,003	95,800
Chief Executives Office - Support	TOTAL	2,844,000	0	2,844,000	723,903	665,199	58,704	(24,500)

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Chief Executives Office - Support	Chief Executives Section	431,700		431,700	99,291	99,643	(352)	(11,600)
	Accountancy & Directorate	1,399,200		1,399,200	365,478	363,176	2,302	(32,900)
	Legal Services	430,700		430,700	110,398	59,210	51,188	(3,900)
	Purchasing & Procurement	310,500		310,500	86,138	90,133	(3,995)	5,500
	Internal Audit	271,900		271,900	62,598	53,037	9,561	18,400
Chief Executives Office - Support	TOTAL	2,844,000	0	2,844,000	723,903	665,199	58,704	(24,500)

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Community Resources	Employee Costs	4,839,400		4,839,400	1,112,639	1,235,903	(123,264)	(743,900)
	Property Costs	63,300		63,300	18,800	34,565	(15,765)	(40,600)
	Transport Costs	60,900		60,900	15,225	39,981	(24,756)	(39,500)
	Supplies & Services	1,206,200		1,206,200	256,125	214,196	41,929	(304,100)
	Third Party Payments	309,700		309,700	143,925	(20,023)	163,948	(240,800)
	Transfer Payments	17,730,000		17,730,000	3,395,175	3,041,545	353,630	(514,800)
	Support Services	3,498,900		3,498,900	0	0	0	0
	Depcn And Impairment Losses		215,600	215,600	0	0	0	0
Total Expenditure		27,708,400	215,600	27,924,000	4,941,889	4,546,167	395,722	(1,883,700)
	Income	(14,910,300)		(14,910,300)	(3,525,750)	(4,512,371)	986,621	1,296,800
Corp & Comm - Community Resources	TOTAL	12,798,100	215,600	13,013,700	1,416,139	33,796	1,382,343	(586,900)

Summary of Operational Adjustments
Capital Charges

215,600

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Community Resources	Community Learning & Dev	929,000	24,100	953,100	177,682	75,072	102,610	17,300
	Strategy (Operational)	360,100	8,700	368,800	55,601	(15,909)	71,510	(16,600)
	Community Safety	1,433,500	39,800	1,473,300	293,691	385,483	(91,792)	(131,400)
	Registrars	217,800	6,900	224,700	8,915	680	8,235	20,200
	Grants	165,500		165,500	138,825	31,975	106,850	0
	Auchenback Resource Centre	30,700		30,700	7,675	11,954	(4,279)	0
	Strategic Insight & Comm.Mgmt.	19,200		19,200	23,471	(730,495)	753,966	2,600
	Members Expenses	512,700	31,000	543,700	126,625	121,292	5,333	4,300
	MART	1,005,100	31,100	1,036,200	172,968	230,628	(57,660)	14,800
	Directorate	125,900	5,200	131,100	68,055	67,445	610	(2,800)
	Revenues Admin	335,300		335,300	69,944	69,145	799	(9,100)
	Business Support Team	235,800	13,800	249,600	49,848	57,211	(7,363)	(27,300)
	Housing Benefits	589,900	10,300	600,200	(101,329)	(546,929)	445,600	13,000
	Revenues - Benefits	838,800	20,600	859,400	136,323	157,108	(20,785)	(32,000)
	Council Tax/Ndr	4,350,400	24,100	4,374,500	115,495	102,846	12,649	(439,000)
	Cost Of Elections	181,100		181,100	8,250	11,988	(3,738)	0
	Corporate & Democratic Core	1,467,300		1,467,300	64,100	4,302	59,798	(900)
Corp & Comm - Community Resources	TOTAL	12,798,100	215,600	13,013,700	1,416,139	33,796	1,382,343	(586,900)

Summary of Operational Adjustments
Capital Charges

215,600

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Support	Employee Costs	7,806,700		7,806,700	1,794,497	1,915,577	(121,080)	(497,800)
	Property Costs	3,500		3,500	625	2,182	(1,557)	0
	Transport Costs	25,900		25,900	6,450	6,901	(451)	1,000
	Supplies & Services	4,108,600		4,108,600	2,353,800	2,133,872	219,928	(548,300)
	Third Party Payments	19,400		19,400	400	0	400	0
	Support Services	0		0	0	0	0	0
	Depcn And Impairment Losses	0	4,232,000	4,232,000	0	0	0	0
Total Expenditure		11,964,100	4,232,000	16,196,100	4,155,772	4,058,532	97,240	(1,045,100)
	Income	(1,729,000)		(1,729,000)	(136,825)	(54,952)	(81,873)	655,800
Corp & Comm - Support	TOTAL	10,235,100	4,232,000	14,467,100	4,018,947	4,003,580	15,367	(389,300)

Summary of Operational Adjustments.
Capital Charges

4,232,000

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Corp & Comm - Support	Revenues - General	424,300		424,300	93,596	100,114	(6,518)	(18,800)
	Digital services	5,292,800	4,232,000	9,524,800	2,725,660	2,562,345	163,315	(349,700)
	Strategy - Support	308,300		308,300	59,884	53,551	6,333	28,300
	Communications	407,800		407,800	111,659	112,113	(454)	41,000
	Printing	145,000		145,000	34,571	49,967	(15,396)	(13,100)
	Human Resources & Payroll	1,724,600		1,724,600	410,076	479,335	(69,259)	(54,000)
	Democratic Services	411,600		411,600	94,441	96,926	(2,485)	1,700
	Customer Services	974,900		974,900	254,134	250,954	3,180	6,700
	Core Corporate	0		0	122,556	155,016	(32,460)	0
	Insight	202,200		202,200	38,170	13,055	25,115	(31,400)
	Project Management Office	343,600		343,600	74,200	130,204	(56,004)	0
Corp & Comm - Support	TOTAL	10,235,100	4,232,000	14,467,100	4,018,947	4,003,580	15,367	(389,300)

Summary of Operational Adjustments.
Capital Charges

4,232,000

Budgetary Control Statement
 Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Other Expenditure & Income	Expenditure	1,717,000		1,717,000	258,900	211,107	47,793	578,200
	Support Services	72,300		72,300	0	0	0	0
Total Expenditure		1,789,300		1,789,300	258,900	211,107	47,793	578,200
	Income	0	0	0	0	(28,676)	28,676	28,700
Other Expenditure & Income	TOTAL	1,789,300	0	1,789,300	258,900	182,431	76,469	606,900

Summary of Operational Adjustments:

0

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Other Expenditure & Income	Other Expenditure & Income	1,789,300		1,789,300	258,900	211,107	47,793	606,900
	Income	0	0	0		(28,676)	28,676	
Other Expenditure & Income	TOTAL	1,789,300	0	1,789,300	258,900	182,431	76,469	606,900

Summary of Operational Adjustments:

0

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Joint Boards	Contributions	2,352,000		2,352,000	535,500	531,516	3,984	28,500
	Support Services	6,800		6,800			0	0
Total Expenditure		2,358,800		2,358,800	535,500	531,516	3,984	28,500
Joint Boards	TOTAL	2,358,800	0	2,358,800	535,500	531,516	3,984	28,500

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Joint Boards	SPTE (incl Concess Fares)	1,766,000		1,766,000	441,500	437,516	3,984	15,800
	Renfrewshire Valuation J/Brd	586,000		586,000	94,000	94,000	0	12,700
	Support Services	6,800		6,800	0	0	0	0
Joint Boards	TOTAL	2,358,800	0	2,358,800	535,500	531,516	3,984	28,500

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Contingency - Welfare	Supplies & Services	200,000		200,000	0	0	0	68,900
Total Expenditure		200,000		200,000	0	0	0	68,900
Contingency - Welfare	TOTAL	200,000	0	200,000	0	0	0	68,900

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Contingency - Welfare	Supplies & Services	200,000		200,000	0	0	0	68,900
Contingency - Welfare	TOTAL	200,000	0	200,000	0	0	0	68,900

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Health & Social Care Partnership	Employee Costs	23,868,900	79,000	23,947,900	5,675,070	6,101,399	(426,329)	(1,986,000)
	Property Costs	938,200		938,200	303,793	110,190	193,603	108,000
	Transport Costs	237,400		237,400	59,350	90,100	(30,750)	(50,000)
	Supplies & Services	1,889,500		1,889,500	311,183	1,199,056	(887,873)	(738,000)
	Third Party Payments	40,917,000		40,917,000	7,348,648	8,203,605	(854,957)	(5,188,000)
	Transfer Payments	39,700		39,700	9,910	20,384	(10,474)	(14,000)
	Support Services	2,419,900		2,419,900	0	2,263	(2,263)	0
	Depcn And Impairment Losses	0	1,260,700	1,260,700	0	0	0	0
Total Expenditure		70,310,600	1,339,700	71,650,300	13,707,954	15,726,997	(2,019,043)	(7,868,000)
	Income	(10,716,200)	(693,000)	(11,409,200)	(2,819,092)	(9,294,899)	6,475,807	7,457,000
Core funding from	Integration Joint Board	(59,594,400)	0	(59,594,400)	(10,735,362)	(6,261,051)	(4,474,311)	411,000
Health & Social Care Partnership	TOTAL	0	646,700	646,700	153,500	171,047	(17,547)	0

Summary of operational adjustments

Capital Charges	1,260,700
Ring Fenced Grant - Criminal Justice	(614,000)
	<u>646,700</u>

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Health & Social Care Partnership	Public Protect.-Child. & Families	9,810,000	83,000	9,893,000	1,878,613	2,074,919	(196,306)	680,000
	Adult Health - Intensive Services	10,540,700	32,800	10,573,500	2,002,231	3,421,505	(1,419,274)	(1,575,000)
	Adult Health-Localities Services							
	Older People	16,521,800	800	16,522,600	3,335,745	2,839,669	496,076	884,000
	Physical Disability	4,890,800		4,890,800	1,086,693	1,390,954	(304,261)	(248,000)
	Learning Disability	9,838,100	73,600	9,911,700	1,299,881	2,409,867	(1,109,986)	99,000
	Recovery Services-Mental Health	1,931,000		1,931,000	326,938	537,944	(211,006)	(298,000)
	Criminal Justice	633,100	(614,000)	19,100	(8,743)	(18,738)	9,995	0
	Finance & Resources	5,428,900	1,070,500	6,499,400	967,504	(6,224,022)	7,191,526	47,000
		59,594,400	646,700	60,241,100	10,888,862	6,432,098	4,456,764	(411,000)
	Core Funding from Integration Joint Board	(59,594,400)	0	(59,594,400)	(10,735,362)	(6,261,051)	(4,474,311)	411,000
Health & Social Care Partnership	TOTAL	0	646,700	646,700	153,500	171,047	(17,547)	0

Summary of operational adjustments

Capital Charges	1,260,700
Ring Fenced Grant - Criminal Justice	(614,000)
	<u>646,700</u>

Budgetary Control Statement
Period 03 / 2122 30 June 2021

Period End: 30 June 2021

Period 03 / 2122

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Housing Revenue Account	Employee Costs	5,074,900		5,074,900	1,168,229	1,030,906	137,323	0
	Property Costs	1,840,300		1,840,300	274,051	39,952	234,099	(3,000)
	Transport Costs	147,600		147,600	36,900	30,981	5,919	(1,100)
	Supplies & Services	2,709,900	0	2,709,900	638,575	553,296	85,279	(33,300)
	Third Party Payments	0		0	0	0	0	0
	Transfer Payments	330,600		330,600	16,175	11,663	4,512	0
	Support Services	1,002,300		1,002,300	0	0	0	0
	Depcn And Impairment Losses	4,289,000		4,289,000	0	0	0	0
Total Expenditure		15,394,600		15,394,600	2,133,930	1,666,798	467,132	(37,400)
	Income	(15,394,600)	0	(15,394,600)	(3,551,400)	(3,445,154)	(106,246)	8,000
Housing Revenue Account	TOTAL	0	0	0	(1,417,470)	(1,778,356)	360,886	(29,400)

Department	Objective Name	Approved Budget Per 01	Operational Adjustments	Revised Estimate Per 03	Budget Estimate to Date - Per 03	Actual to Date	Variance (Over)/Under	Forecast
Housing Revenue Account	Construction	(3,334,700)	0	(3,334,700)	(2,102,320)	(2,621,820)	519,500	(8,100)
	Hra - Client	3,334,700		3,334,700	684,850	843,464	(158,614)	(21,300)
Housing Revenue Account	TOTAL	0	0	0	(1,417,470)	(1,778,356)	360,886	(29,400)

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EAST RENFREWSHIRE COUNCIL26 August 2021Report by the Chief Financial OfficerGENERAL FUND CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor expenditure as at 30 June 2021 (Quarter 1) against the approved Capital Programme for 2020/21 and to recommend adjustments where necessary.

RECOMMENDATIONS

2. The Cabinet is asked to:-
 - note and approve the movements within the programme; and
 - note the shortfall of £0.443m, and that income and expenditure on the programme will be managed and reported on a regular basis.

BACKGROUND

3. The General Fund Capital Programme for 2021-2031 was approved by Council on 15 March 2021. A report recommending adjustments to the 2021/22 programme resulting from finalisation of the previous year's programme and other movements was approved by Council on 30 June 2021.

CURRENT POSITION

- | | | |
|----|--|-----------------|
| 4. | Total anticipated expenditure (Appendix A) | £44.723m |
| | Total anticipated resources (Appendix B) | <u>£44.280m</u> |
| | Shortfall | <u>£ 0.443m</u> |

This report provides an update on a number of projects impacted by COVID-19, Brexit and other delays. These continue to have a significant impact on the market with shortages of material and labour along with associated cost pressures. Officers will continue to review the position and will provide further updates as part of the regular reporting process.

INCOME MOVEMENTS

5. The main income movements are as follows: -
 - Borrowing
Borrowing in the current financial year has been reduced by a net total of £1.510m due to timing variances in expenditure and other adjustments noted below.

- **City Deal Grant**
Revision of current and future years grant for City Deal projects was anticipated following allocation of additional grant in 2020/21. The current year grant is now confirmed at a total of £0.238m, a reduction on previous estimates of £0.089m. While this increases current year borrowing by the same amount the net impact on the overall programme is zero as this is a rephrasing of grants and the overall level of grant support for city deal projects remains unchanged.

EXPENDITURE MOVEMENTS

6. The total estimated expenditure has reduced by £1.599m below the level reported to Council on 30 June 2021. The main movements are as follows

Revised Project Timing

- **Property Schools**

Kirkhill PS – Rewire (reduction £0.124m) - As the work requires to take place during summer holiday period the remaining works will now take place in summer 2022 therefore expenditure has been reduced to zero for 2021/22.

Uplawmoor PS Upgrade (reduction £0.100m) - This project has been deferred to 2022/23

- **Culture & Leisure**

Eastwood HS Sports Centre Changing Rooms/Disabled Facilities (reduction £0.413m) – The tender has returned over budget therefore the project will be retendered for summer 2022, As such, outturn for 2021/22 has been reduced to zero.

- **Open Spaces**

Country Park - Tourism Infrastructure And Economic Activity Projects (reduction £0.183m) – As the work on this project will follow completion of the main City Deal Aurs Road works, outturn can be reduced to zero for the current financial year.

- **Roads – general (reduction of £0.566m)**

A number of revisions to projects have been made to reflect priorities of the Roads Resurfacing Works Programme, approved by Cabinet on 13 May 2021. This results in timing movements of £0.566m across the Roads programme with some transfers as noted below.

- **ICT**

GDPR Requirements (reduction £0.170m) – With no changes to legislation anticipated at present it is unlikely this will be required in 2021/22 and outturn has been reduced to zero.

Expenditure reductions resulting from revised project timing are not cost savings but simply a transfer of expenditure to future financial years.

Expenditure Variances and Transfers

- Roads – Darnley Road / Eaglesham Moor Road

The Roads Resurfacing Works Programme detailed new projects at Darnley Road, Barrhead and Eaglesham Moor Road (£0.100m & £0.120m respectively). These will be funded by a transfer from Kingston Road Reconstruction which has completed the current phase under allocated budget.

- Fleet – adjustment to allocations for Environment & Education vehicles.

Prior year expenditure has been adjusted to reflect correction of allocation of vehicle spend. Remaining budget carried forward against the Education Vehicles line has been transferred to Environment vehicles to reflect this adjustment. This has no impact on the overall fleet programme.

COMMENT

7. The projected shortfall of £0.443m represents 1.00% of the resources available and is within manageable limits.

PARTNERSHIP WORKING

8. This report has been prepared following consultation with appropriate staff from various departments within the Council including Property and Technical Services and Information Technology.

RECOMMENDATIONS

9. The Cabinet is asked to:-
 - note and approve the movements within the programme; and
 - note the shortfall of £0.443m and that income and expenditure on the programme will be managed and reported on a regular basis.

Further information is available from Mark Waugh, Principal Accountant – Capital, telephone 0141 577 3123.

Margaret McCrossan
Head of Accountancy Services (Chief Financial Officer)
MMcC/MW
12 August, 2021

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GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

	ANNUAL COSTS £'000		
	CURRENT YEAR APPROVED AT 30.06.21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR
Property - Schools	11,162	10,938	789
Property - Culture & Leisure	5,489	5,076	907
Property - Other	8,487	8,487	191
Open Spaces	3,665	3,482	232
Roads	6,343	5,734	703
Corporate Wide - ICT	9,149	8,979	278
Fleet	2,027	2,027	159
TOTAL	46,322	44,723	3,259

	TOTAL COST £'000	
<i>SPENT PRIOR TO 31.03.21</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
<i>59,384</i>	<i>108,952</i>	<i>108,952</i>
<i>3,974</i>	<i>40,130</i>	<i>69,130</i>
<i>15,885</i>	<i>52,419</i>	<i>52,419</i>
<i>2,512</i>	<i>12,314</i>	<i>12,314</i>
<i>10,700</i>	<i>44,626</i>	<i>44,583</i>
<i>11,573</i>	<i>41,987</i>	<i>41,987</i>
<i>2,884</i>	<i>15,848</i>	<i>15,848</i>
<i>106,911</i>	<i>316,276</i>	<i>345,233</i>

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Property - Schools

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
Grouped	Schools Major Maintenance	1,279	1,279	1	n/a	644	10,075	10,075
800050031	Maidenhill Primary School	1,104	1,104	33	Main works complete	13,925	15,050	15,050
800050033	St Cadoc'S Ps Remodelling To Provide Pre-Five Provision For 3 & 4 Years Olds	4	4	0	Retention	870	874	874
800050030	Kirkhill PS - Rewire	124	0	0	Remaining work re-programmed for summer 2022. Will now take place in 2022/23	367	491	491
Grouped	Early Learning & Childcare - Expansion to 1,140 hours	1,358	1,358	58	Main works complete	25,355	26,713	26,713
N/a	Early Years - Crookfur/Fairweather/Overlee Masterplanning	10	10	0	Work in progress	0	10	10
800050039	St Ninian's HS Additional Temp Accomodation	1,675	1,675	468	Internal works should complete shortly, main new build underway	817	2,492	2,492
800050057	Learning & Leisure in Neilston	3,337	3,337	222	At planning stage	723	30,000	30,000
800050038	St Mark's Car Park	316	316	3	Work in progress	34	350	350
800050063	Uplawmoor PS Upgrade	100	0	0	Deferred to 2022/23	0	100	100
800050064	Crookfur PS Extension	130	130	0	Work in progress	0	2,200	2,200
800050058	MCHS Sports Facility	1,100	1,100	4	Still at planning stage, potential delay	3	1,726	1,726
800050065	Improving Learning	0	0	0	Allocated to Isobel Mair	0	1,600	1,600

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Property - Schools

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
800050017	Joint Faith Campus (New Denominational PS for Mearns Area & Relocation of Calderwood Lodge PS)	183	183	0	Retention works ongoing	16,488	16,671	16,671
new code	Isobel Mair External Classrooms	400	400	0	Work expected to be completed late 2021	0	400	400
800050012	Security (CCTV) Expansion	42	42	0	Work to be programmed	158	200	200
		11,162	10,938	789		59,384	108,952	108,952

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Property - Culture & Leisure

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
800200019	Eastwood Park Leisure - Refurbishment	4,257	4,257	847	Planning stage. Total costs updated for Council decision	43	26,000	55,000
800200021	Neilston Leisure	233	233	0	Planning stage.	8	7,500	7,500
800200020	ERCLT General Building Improvement Fund	367	367	57	A number of projects underway	231	1,698	1,698
800050049	Eastwood HS Sports Centre Changing Rooms/Disabled Facilities	413	0	3	Tender over budget, retender for summer 2022	16	429	429
800200015	Equipment - Gym and Theatre	79	79	0	Work to be programmed	198	831	831
805600002	Education - Theatre Equipment	106	106	0	Work to be programmed	2	162	162
800200007	Barrhead Foundry Refurbishment (including Pool & Filtration System)	1	1	0	Retention	2,859	2,860	2,860
800200013	Barrhead Foundry Final Phase Works	33	33	0	Retention	617	650	650
		5,489	5,076	907		3,974	40,130	69,130

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Property - Other

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. City Deal							
Grouped	Barrhead South Access - Balgraystone Road & Railway Station	170	170	64	Balgraystone Road main works complete, Railway station project scope to be finalised.	4,402	22,348	22,348
804000009	Country Park Visitor Centre & Infrastructure	125	125	0	Work planned but the project is dependant on progress on Aurs Road	300	2,800	2,800
804000006	Greenlaw Business Incubator And Innovation Centre & Employment Support Linked To Barrhead Foundry	80	80	0	Complete, retention only	5,630	5,722	5,722
	2. Environment Other Projects							
800420010	Cowan Park Changing Facilities	38	38	0	Retention only	138	280	280
800200018	Crookfur Pavilion Changing Upgrade	203	203	0	Complete - final payment to be agreed	602	805	805
802200018	Muirend Synthetic	146	146	0	Work in progress	4	150	150
802200017	RGP Toilets Upgrade	128	128	0	On site late 2021	2	130	130
800420019	St Andrews House Refurbishment	40	40	0	At design stage	0	40	40

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Property - Other

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
	3. Council Wide Property							
Grouped	Retentions - All Services	50	50	0	n/a	41	491	491
Grouped	Property Maintenance	4,296	4,296	116	n/a	1,711	13,387	13,387
800420013	Eastwood Park Campus Improvements	212	212	0	Work to be programmed	310	522	522
800404017	Office Accommodation	1,958	1,958	11	Work to be programmed	242	2,200	2,200
800420014	Capital Investment In Energy Efficiency Measures (NDEE Initiative)	115	115	0	Paused. Remaining works to be programmed	1,639	1,754	1,754
800420005	Thornliebank Depot Mechanical Extraction	39	39	0	Work in progress	102	141	141
800050044	Overlee Pavilion Changing	348	348	0	Complete - final payment to be agreed	557	905	905
800404015	Vacant (Surplus) Property/ Demolition	86	86	0	Allocated for St Marks	190	276	276
800420020	Capelrig House Upgrade	418	453	0	At planning stage with discussions ongoing. Transfer of remedial work budget to support	0	418	453
800402003	Capelrig House Remedial Works	35	0	0	Merged with upgrade project	15	50	15
		8,487	8,487	191		15,885	52,419	52,419

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Open Spaces

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. REGENERATION							
80200008	Country Park - Tourism Infrastructure And Economic Activity Projects	183	0	0	Work will follow completion of main Aurs Road works	52	235	235
80200015	White Cart Tributaries Environmental Improvements	998	998	2	Awaiting outcome of Derelict Land Fund application. SEPA funding remains available to April 2022	266	1,264	1,264
80200032	Regeneration Projects - Provisional Sums	81	81	0	Number of projects in progress and should complete later in 2021	100	2,599	2,599
	2. Environment - Other Projects							
80220010	Environment Task Force	45	45	0	Work to be programmed	35	240	240
80200018	Town Centre Action	39	39	0	Work to be programmed	79	278	278
80220007	Parks, Cemeteries & Pitch Improvements	315	315	22	Work in progress	528	1,743	1,743
80020017	Cowan Park	884	884	23	Work in progress	31	915	915
Grouped	Town Centre Regeneration	699	699	185	Work in progress, projects expected to complete by Sept 2021	636	1,334	1,334
80200005	Public Realm/Town Centre Resilience	6	6	0	Work to be programmed	218	224	224
80200029	Neilston Regeneration	92	92	0	At planning stage	8	2,600	2,600

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Open Spaces

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
802000011	Land And Property Acquisitions	255	255	0	Projects to be identified	144	399	399
802000028	Giffnock Town Centre Improvements	10	10	0	Work to be programmed	0	10	10
802000007	Other Public Realm	17	17	0	Work to be programmed	3	20	20
802000002	Clarkston Town Centre Action And Traffic Management Improvements	31	31	0	Work to be programmed	186	217	217
802200011	Mearns Historic Kirkyard Protective Works	1	1	0	Retention	83	84	84
800050029	St Ninian's HS - Rugby Pitch	9	9	0	Retention	143	152	152
		3,665	3,482	232		2,512	12,314	12,314

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Roads

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
	1. City Deal							
804000001	Levern Valley Accessibility Project	500	500	0	Site start likely to be delayed due to additional funding application	2,192	19,183	19,183
	2. ERC Roads							
803000004	Lighting - Core Cable & Equipment Replacement	159	159	0	Work in progress	321	1,760	1,760
803000007	Bridges Refurbishment & Pointing Work	44	44	20	Work in progress	117	585	585
803000015	Principal Inspection Group 1-6	77	77	0	Work in progress	0	245	245
803000025	Traffic Calming Studies	60	60	3	Work in progress	15	275	275
803000016	Road Safety Measures/Equipment at Schools	42	42	10	Work in progress	18	220	220
803000018	Safe Routes to School	20	20	0	Work to be programmed	43	223	223
803000042	A736 KELBURN STREET/LOCHLIBO ROAD RECONSTRUCTION	110	0	0	No further works required in 2021/22	0	372	372
803000030	A77 Ayr Road Reconstruction	40	175	0	Work in progress	415	805	805
803000033	B767 CLARKSTON ROAD RECONSTRUCTION	160	81	0	Work in progress	4	164	164
803000035	B769 Stewarton Rd (Rural) Reconstruction	31	6	6	No further works required in 2021/22	356	637	637

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Roads

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
803000034	B767 Eaglesham Road Reconstruction	120	0	0	No further works required in 2021/22	444	804	804

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Roads

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
803000047	C2 Kingston Road Reconstruction	263	0	0	This phase of works now complete - element of balance transferred to Darnley Rd / Eaglesham Moor Rd	85	578	315
803000089	A736 MAIN STREET/LEVERN ROAD BARRHEAD	110	200	0	On site Feb 2022	119	625	625
803000038	C1 Mearns Road	110	265	0	Work in progress	0	640	640
803000048	B755 Gleniffer Road	115	115	0	Work in progress	105	595	595
803000049	B776 ROWBANK ROAD	154	0	0	No further works required in 2021/22	96	605	605
803000050	C2 NEILSTON ROAD	257	107	0	Work in progress	64	321	321
803000051	C3 UPLAWMOOR RD / MAIN ST, NEILSTON	110	0	0	No further works required in 2021/22	84	324	324
803000024	Cycling, Walking & Safer Streets	508	508	50	Work in progress	329	419	419
803000031	A77 Fenwick Road Reconstruction	238	40	0	Work to commence late 2021	0	238	238
new code	B773 Darnley Road, Barrhead	0	100	0	New project approved Cabinet May 2021	0	0	100
new code	B764 Eaglesham Moor Road	0	120	0	New project approved Cabinet May 2021	0	0	120
803000189	Provisional Sums - Roads	8	8	0	n/a	0	8	8
Grouped	Roads Capital Works	3,107	3,107	614		5,893	15,000	15,000
		6,343	5,734	703		10,700	44,626	44,583

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Council Wide - ICT

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
805000002	ICT Infrastructure Projects	825	825	68	Work in progress	718	5,543	5,543
805000025	IT General Provision	1,921	1,921	79	Awaiting decision on modernisation fund bid	1,154	14,129	14,129
805000005	Corporate Information Security	66	66	1	Work in progress	684	750	750
805000023	GDPR Requirements	180	10	0	No changes anticipated at present	70	250	250
805000003	Education Network	93	93	13	Work in progress	410	1,101	1,101
805000017	PCI DSS	104	104	0	To be reviewed next quarter	31	135	135
805000031	Public Wifi Network	265	265	0	Pilot projects successful.	0	265	265
805000010	Wireless Local Area Network 2015	30	30	7	Work in progress	1,020	1,050	1,050
805000026	Income Management E-Store	54	54	7	Work in progress	151	205	205
805400002	Corporate GIS	88	88	0	Work to be programmed	112	200	200
805000018	Modern Smart Forms	53	53	0	Work in progress	147	200	200
805000020	My Account Middleware & Vendor APIs	6	6	0	Work in progress	204	210	210
805100002	Electronic Document Records Management (Rest Of Council)	124	124	0	Projects to progress late 2021	229	353	353
805000020	Myaccount Signing In To On-Line Services	135	135	0	Work in progress	150	285	285

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Council Wide - ICT

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
805000028	HSCP - Responder Service Modernisation & Safety Net Technology	180	180	0	Work in progress	0	180	180
805000022	The Digital Workplace	311	311	0	Two workstreams as staff return to offices	289	600	600
805000032	Flexi Time Application Replacement	40	40	0	Work to be programmed	40	80	80
805000024	Major ICT Contract Renewals	61	61	23	Work in progress	1,277	1,338	1,338
805000001	Core Corporate Finance, Payroll & HR	426	426	42	Work in progress	3,324	3,750	3,750
800050004	Education - Computer Equipment	950	950	3	Work in progress	965	5,353	5,353
805000033	Corporate & Community Debt Recovery System (5 year replacement programme)	39	39	0	Work to be programmed	0	0	0
805600001	ERCLT People's Network	60	60	0	Work in progress	9	229	229
805000029	ERCLT Digital Platform	410	410	35	Work in progress	0	410	410
805000009	School Servers Storage	169	169	0	Work in progress	181	350	350
805500004	Social Work Case Management System	110	110	0	Work to be programmed	0	110	110
805300003	Education CCTV	447	447	0	Work to be programmed	0	626	626
805000027	Telecare Service and Peripherals	590	590	0	Work to be programmed	35	1,150	1,150
805100003	Agile (Rest Of Council)	2	2	0	Work in progress	258	260	260

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Council Wide - ICT

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
805000008	Software Asset Management	4	4	0	Work in progress	61	65	65
800200008	Culture & Sport Self-Service Kiosk Hardware Refresh	56	56	0	Work to be programmed	54	110	110
805000034	Full Fibre Digital Transformation	1,350	1,350	0	Work in progress	0	2,700	2,700
		9,149	8,979	278		11,573	41,987	41,987

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Fleet

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
806000004	HSCP - Vehicles	247	247	159	Ongoing	41	1,164	1,164
806000001	Education - Vehicles	364	0	0	Balance transferred to Environment Vehicles (correct budget allocations)	434	1,122	1,122
806000002	Environment - Vehicles	1,268	1,632	0	Balance transferred to Environment Vehicles (correct budget allocations)	2,402	13,197	13,197
806000005	Environment - GPRS System	98	98	0		7	315	315
806000007	Rolling Road Test Facility	50	50	0	Now complete	0	50	50
		2,027	2,027	159		2,884	15,848	15,848

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Annex 1 - Schools Major Maintenance Analysis

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
800000002	Carolside PS - Window Renewal	0	0	0	Deferred - funds directed to other priority works	66	207	207
800000019	St Lukes Windows Entrance Area	0	0	0	Deferred - funds directed to other priority works	38	150	150
800000004	Woodfarm HS - Window Renewal	0	0	0	Deferred - funds directed to other priority works	69	298	298
800000014	School Toilet Improvements	244	244	0	St Josephs due to complete	306	550	550
800050054	THORNLIEBANK PS PR 1- WINDOW RENEWAL	92	92	0	Work in progress	8	100	100
800050055	OLM Entrance Door	46	46	0	Work in progress	4	50	50
800050066	Provisional Sums	226	226	0	n/a	0	7,896	7,896
800000008	Hazeldene Nursery - Window Renewal	1	1	0	Retention only	2	3	3
new code	Braidbar PS - Roof Improvements	50	50	0	Work in progress	0	50	50
800000009	Mearns Castle HS - Window Renewal	24	24	0	Work in progress	30	54	54
new code	Mearns Castle HS - Rear Stair Improvements	3	3	0	Retention only	0	3	3
new code	St Joseph's PS - Strucutral Improvements	4	4	0	Retention only	0	4	4
800000013	St Joseph's PS - Fabric Improvements	1	1	0	Retention only	2	3	3
800050002	St Luke'S HS - Roof Improvements (Gym Hall)	10	10	0	Work in progress	0	10	10

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Annex 1 - Schools Major Maintenance Analysis

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
80000007	Giffnock Primary windows (original block and ext	0	0	0	Transferred to ST Josephs	65	65	65
800050050	St.Josephs WC Refurbishment	60	60	1	Additional funds transferred from Giffnock PS	10	70	70
new code	School Priority Works	482	482	0	Re-prioritisation of funding from windows programme	0	482	482
800000011	St Josephs Primary windows and entrance door	36	36	0	Work in progress	44	80	80
		1,279	1,279	1		644	10,075	10,075

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Annex 2 - Property Maintenance Analysis

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31/03/21	PREVIOUS TOTAL COST	REVISED TOTAL COST
800401001	Disability Discrimination Act	78	78	0	Allocated for accessible toilets at Duff Hall	108	186	186
800404001	HardWire Testing	51	51	15	Work in progress - emergency lighting OLM	84	135	135
800404003	COSHH Upgrade	7	7	4	Work in progress	196	203	203
Grouped	Asset Management	177	177	9	Work in progress	425	602	602
800404009	Fire Risk Assessment Adaptations	308	308	1	Work in progress	168	1,676	1,676
800404012	Structural Surveys & Improvements	112	112	0	Work to be programmed	54	486	486
800600001	CEEF/Salix Energy Efficiency	253	253	0	Two potential projects identified - work to be programmed	2	855	855
800404005	Boiler Replacement	81	81	0	Work programmed at Mearns Castle HS	261	342	342
800404006	Roof Improvements	127	127	42	Work in progress	265	392	392
800404014	Legionella Remedial Improvements	18	18	41	Work in progress	132	150	150
800404011	Eastwood HQ Lighting Improvements	33	33	0	Work to be programmed	15	48	48
800200005	Community Facilities Improvements	129	129	0	Work programmed for Duff Memorial Hall	1	130	130
800420017	Ventilation Works	2,200	2,200	0	Programme of works in development	0	2,200	2,200
800420018	Provisional Sum	722	722	0	n/a	0	5,982	5,982

GENERAL FUND CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

Annex 2 - Property Maintenance Analysis

		ANNUAL COSTS £'000						
COST CODE	PROJECT NAME	CURRENT YEAR APPROVED AT 30/06/21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	COMMENT	TOTAL COST £'000		
						<i>SPENT PRIOR TO 31/03/21</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
	Corporate Total	4,296	4,296	112		1,711	13,387	13,387

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GENERAL FUND CAPITAL PROGRAMME 2021/22

PROGRESS REPORT

RESOURCES

	£'000	£'000
Borrowing		34,479
Grants		
Capital Grant	5,336	
City Deal	238	
Early Learning and Childcare - 1140 Hours Expansion	0	
Cycling, Walking & Safer Streets	508	
Scottish Environmental Protection Agency	998	
Town Centre Fund	700	
Regeneration Capital Grant Fund	499	
COVID related grant funding	465	8,744
Developers Contributions		804
Salix/Central Energy Efficiency Fund		253
Sustrans		0
CFCR		0
Capital Reserve		0
Capital Receipts		0
		44,280

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EAST RENFREWSHIRE COUNCILCABINET26 August 2021Report by the Chief Financial Officer and Director of EnvironmentHOUSING CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor expenditure as at 30 June 2021 (Quarter 1) against the approved Housing Capital Programme 2021/22 and to recommend adjustments where necessary.

RECOMMENDATIONS

2. The Council is asked to:-
 - note the shortfall of £0.160m and that income and expenditure on the programme will be managed and reported on a regular basis.

BACKGROUND

3. This report is presented in relation to the following:
 - Adjustments to the approved 2021/22 programme, reflecting timing movements resulting from the finalisation of the previous year's programme and rephasing of 2021/22 expenditure were approved by Council on 30 June 2021.

CURRENT POSITION

4.	Total anticipated expenditure (Appendix A)	£ 18.567m
	Total anticipated resources (Appendix B)	<u>£ 18.407m</u>
	Shortfall	<u>£ 0.160m</u>

The continued impact of COVID-19 is anticipated to have a significant effect on the timing and cost of housing capital projects. The Council's capacity to deliver planned projects in the current year remains under review and a degree of rescheduling is likely as the year progresses.

EXPENDITURE

5. At this stage the total estimated expenditure remains at £18.567m as approved in June 2021 however as noted above there is an expectation that some impact on timing and cost will be experienced. Actual Expenditure to date (30 June) is £4.465m with the bulk of this on the new build programme (£3.695m) and External Structural Works (£0.429m).

INCOME

6. Resources to support the Housing Capital Programme also remain unchanged at this stage.

COMMENT

7. The projected shortfall of £0.160m represents 0.87% of the resources available and is within manageable limits.

PARTNERSHIP WORKING

8. This report has been prepared following consultation with appropriate staff from Housing Services.

RECOMMENDATIONS

9. The Cabinet is asked to:-
 - note and approve the current movements within the programme;
 - note the shortfall of £0.160m and that income and expenditure on the programme will be managed and reported on a regular basis

Further information is available from Mark Waugh, Principal Accountant – Capital, telephone 0141 577 3123.

Margaret McCrossan
Head of Accountancy Services (Chief Financial Officer)
MMcC/MW
12 August, 2021

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EAST RENFREWSHIRE COUNCIL

Appendix A

HOUSING CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
		CURRENT YEAR APPROVED AT 30.06.21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.21	PREVIOUS TOTAL COST	REVISED TOTAL COST
835000002	Renewal of Heating Systems	613	613	98	Work in progress	0	613	613
832000001	Rewiring (including smoke/carbon monoxide detectors)	751	751	196	Work in progress	0	751	751
831000002	External Structural Works	1,987	1,987	429	Work in progress	0	1,987	1,987
835000008	Estate Works	171	171	9	Work in progress	0	171	171
835000006	Energy Efficiency (Including Cavity Wall Insulation)	508	508	2	Work in progress	0	508	508
835000009	Aids and Adaptations	327	327	29	Work in progress	0	327	327
831500001	Internal Element Renewals (including kitchens, bathrooms and doors)	1,657	1,657	0	Work in progress	0	1,657	1,657
835000005	Communal Door Entry Systems	79	79	0	Work in progress	0	79	79
835000012	Sheltered Housing	1,383	1,383	7	Work in progress	0	1,383	1,383
830500003	Purchase of Property (CPO/Mortgage to Rent Acquisition)	74	74	0		0	74	74
835000003	IT Systems	53	53	0		200	253	253
Grouped	Capital New Build Phase 1	3,934	3,934	1,881	Work at Balgraystone Road ongoing. 3 other sites complete	9,149	14,561	14,561
Grouped	Capital New Build Phase 2	7,020	7,020	1,814	First units at Maidenhill transferred into Council ownership Work ongoing here and other sites	202	39,469	39,469

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EAST RENFREWSHIRE COUNCIL

Appendix A

HOUSING CAPITAL PROGRAMME

PROGRESS REPORT

2021/2022

COST CODE	PROJECT NAME	ANNUAL COSTS £'000			COMMENT
		CURRENT YEAR APPROVED AT 30.06.21	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
N/A	Retentions	10	10	0	
		18,567	18,567	4,465	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.21	PREVIOUS TOTAL COST	REVISED TOTAL COST
0	10	10
9,551	61,843	61,843

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EAST RENFREWSHIRE COUNCIL
HOUSING CAPITAL PROGRAMME 2021/22

Appendix B

PROGRESS REPORT

RESOURCES

	21/22 Revised £'000
Borrowing	12,760
Commuted Sums - New Build	795
Grant - New Build Phase 1	1,414
Grant - New Build Phase 2	3,110
Recharges to Owner Occupiers (including HEEPS grant)	303
Rental off the Shelf (ROTS)	25
Total	<u>18,407</u>

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EAST RENFREWSHIRE COUNCILCABINET26 August 2021Report by Head of Human Resources, Corporate & Community ServicesVARIATION TO CONTRACT – HR AND PAYROLL SYSTEMS**PURPOSE OF REPORT**

1. This report asks Cabinet to approve a variation of £100,000 to the contract value for the Provision of the HR & Payroll System being delivered by Midland iTrent using Clause 14 of the Standing Orders Relating to Contracts. This is in addition to a variation of £100k approved under delegated authority by the Chief Officer Legal and procurement earlier this year.

RECOMMENDATIONS

2. It is recommended that Cabinet:

Approve a variation of £100K under the Standing Orders Relating to Contracts – Clause 14 that requires any variation exceeding £100,000 of the accepted award value to be agreed by the Cabinet prior to instruction. This variation will take the contract value to £1,370,000 covering up to expiry of March 2023.

BACKGROUND

3. In 2018 Cabinet was introduced to a specific programme aimed at modernising and transforming the processes and systems used to manage Finance, Procurement, HR and Payroll – we call these the Core Systems as they are integral to the Council's business.

4. Following a successful procurement exercise, in March 2019, the Council awarded a 4-year contract for the new HR & Payroll system to Midland iTrent. The award value covering the 4-year period was £900k plus a contingency of 30% which included primarily provision of a system and four years support and maintenance. The contingency was expected to be used for any additional support required from the systems experts and for additional modules and integration as determined once the project was underway.

REPORT

5. Implementation of the new system was planned for March 2020 but was delayed due to COVID-19.

6. Following these unforeseen delays, an intensive period of work, planning and testing was undertaken which enabled the system to go live in December 2020. Much of the work that had been undertaken in preparation for the March 2020 go live had to be repeated prior to the December 2020 go live. Challenges were also encountered as staff were working at home, making training in the new system more challenging.

7. Midland iTrent system experts were also engaged to undertake the payroll development role that the Council had intended be undertaken in-house but the Council was unable to fill the vacant role after several recruitment attempts.

8. Midland iTrent experts led on the set-up of the HR and Payroll system, data migration and management of repeat parallel runs between the current and new system to ensure accuracy of employee pay. Their role also included knowledge transfer to the Councils HR and Payroll team to support self-sufficiency which continues to be a challenge due to limited resource.

9. As a result of the unplanned issues and the associated costs to bring in system experts the 30% contingency element allowed under the contract award was committed by year 2 of the contract term. To ensure the Council could continue to engage external experts from Midland iTrent for training, report writing and knowledge transfer, a routine variation of £100,000 was authorised by the Chief Officer Legal and Procurement under clause 14 of Standing Orders Relating to Contracts. This variation took the contract value to £1,270,000.

10. The variation now being requested of £100,000 is expected to cover additional modules and integration required and ensure that further unplanned spend can be accommodated should it be required. Applying this variation takes the new total contract value to £1,370,000.

FINANCE AND EFFICIENCY

11. The Contract notice issued for the Finance, Procurement, HR and Payroll systems reflected that the Council reserves the right to spend up to £15M over the lifetime of these contracts but with caveats that no guarantee is offered as to the final level of contract spend.

12. It is not expected that there would be any external challenge to the internal variation to the award value offered to Midland iTrent.

13. The budget is in place to support this change to the contract value.

CONSULTATION

14. The Chief Officer for Legal and Procurement Services is supportive of this report.

RECOMMENDATIONS

15. It is recommended that Cabinet:

Approve a variation under the Standing Orders Relating to Contracts – Clause 14 that requires any variation exceeding £100,000 of the accepted award value to be agreed by the Cabinet prior to instruction. This variation will take the contract value to £1,370,000 covering up to expiry of March 2023.

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March 2021

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EAST RENFREWSHIRE COUNCIL

CABINET

26 August 2021

Report by Chief Executive

FREEDOM OF INFORMATION - COUNCIL PERFORMANCE 2020-21

PURPOSE OF REPORT

1. The purpose of this report is to present the annual statistical report on the Council's performance in dealing with Freedom of Information requests.

RECOMMENDATION

2. It is recommended that Cabinet notes the contents of this report.

BACKGROUND

3. Freedom of Information provides a statutory right of access to information held by Scottish public authorities.

4. Statistical reports on how the Council has dealt with information requests have been produced on an annual basis since the Freedom of Information (Scotland) Act 2002 came into force in 2005.

REPORT

5. The Council received 1012 requests received during this period, 821 under Fol(S)A and 191 under the related Environmental Information Regulations (Scotland).

6. The Covid-19 pandemic had an impact on performance in terms of ensuring that statutory timescales were met, especially during the 1st quarter of the year.

7. The report details Council and departmental performance in responding to these requests, and summarises the use of exemptions, reviews and appeals.

PUBLICATION

8. This report and appendix will be published on the Council's website.

FINANCE AND EFFICIENCY

9. There are no particular financial implications arising from this report.

IMPLICATIONS OF REPORT

10. As this report is primarily a performance update, there are no particular implications in

terms of staffing, property, legal, IT, equalities or sustainability.

RECOMMENDATION

11. It is recommended that the Cabinet notes the contents of this report.

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Freedom of Information

Report on information requests received 2020-2021

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1	Introduction
2	Volume of requests
3	Nature of requests
4	Performance
5	Exemptions
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1 Introduction

This report considers the volume of information requests received in the period 1st April 2020 to 31st March 2021 and details performance across East Renfrewshire Council in processing these requests. It also considers the use of exemptions, fees, reviews and appeals.

The Freedom of Information (FoI) (Scotland) Act 2002 and the associated Environmental Information Regulations (EIR) 2004 provide a statutory right of access to information held by Scottish public authorities. FoI encourages openness and accountability and helps to build trust between the Council and the public that we serve.

2 Volume of requests

East Renfrewshire Council (including the HSCP) received 1,012 requests, compared to 1,257 received in the previous year. As detailed in figure 1 below this figure represents a decrease of 19% on the total for the previous year.

This total comprised 821 requests under the Freedom of Information (Scotland) Act 2002 and 191 under the Environmental Information Regulations (Scotland) 2004.

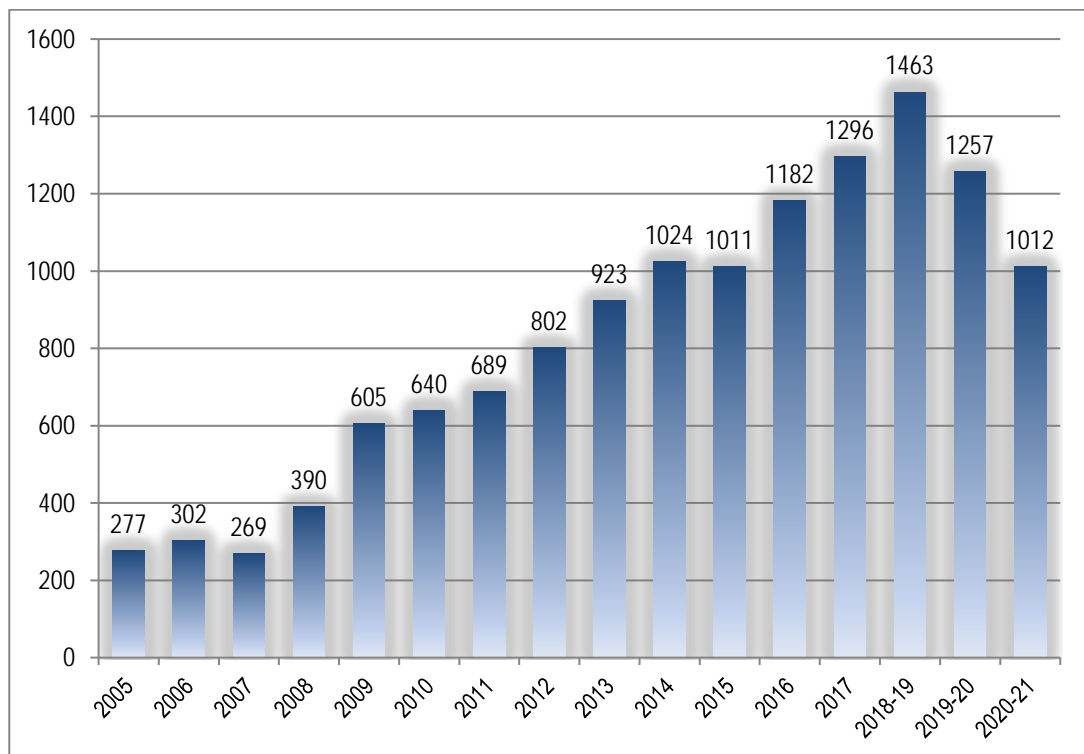


Figure 1
N.B: the figures up to 2017 are calendar years; those for 18-19 onwards are financial years reflecting a change in the reporting period

3 Nature of requests

Requests have been received from a broad range of sources, as illustrated in Figure 2. (Previous year's figures are given in brackets).

Individual	Business	Media	MP / MSP / Elected Member	Community & Campaign Groups	Public Authorities
60% (57%)	18 % (16%)	7% (12%)	6% (8%)	7% (6%)	1% (1%)

Figure 2

Note:

- These figures are indicative only. In particular, it is likely that "individual" will contain a number of applicants who could instead have been recorded under another heading.

The geographical origin of requests (excluding 41% "unknown") is noted at Figure 3 below. (Previous year's figures are given in brackets).

East Renfrewshire	25% (18%)
outwith East Renfrewshire, within Scotland	39% (48%)
outwith Scotland, within UK	36% (34%)
outwith UK	0% (0%)

Figure 3

4 Performance

80% of requests were answered within the statutory 20 working day timescale during the period of this report, and the average response time was 15.1 working days. These figures, with comparisons from previous years, are given in Figure 4. Details of performance for individual departments for 2020/2021 are detailed in Figure 5.

FoI performance: Council-wide	2016	2017	2018-19	2019-20	2020-21
Percentage of requests answered within timescale	85%	85%	85%	82%	80%
Average response time (in working days)	13.3	13.1	12.3	13.7	15.1
Number of "Failed to respond"	9	3	27	46	18

Figure 4

Fol performance: by department	Number of requests	Percentage of requests answered within timescale(20 working days)	Average response time (working days)	Number of "failed to respond"
Chief Executive's Office	79	94%	11	0
Corporate & Community Services	229	84%	16	0
Education Department	139	83%	15	0
Environment Department	399	76%	15	8
HSCP	121	73%	19	10
Cross Departmental	45	89%	10	0

Figure 5

The impact of coronavirus on staff workload and related working from home have certainly had an impact on performance, especially in the first quarter of the year.

5 Exemptions

The majority of requests (83%) resulted in full disclosure of the information sought, with partial disclosures in a further 11% of requests (the same figures as for 2019-20). However, certain information is exempt from disclosure under the legislation. Fol exemptions and EIR exceptions applied, in order of frequency of use, are detailed in Figure 6.

It should be noted that most "refusals" are "refused" only because the information sought is not held or because it is otherwise available.

Exemptions/Exceptions cited		Number. of times cited
S.25, Reg.6(1)b	Information otherwise available	82
S.17, Reg.10(4)a	Information not held	50
S.38, Reg.11	Personal information	17

S.33, Reg.10(5)e	Commercial interests and the economy	8
S.12	Excessive cost of compliance	2
S.39	Health and Safety	2
S.35, Reg.10(5)b	Law Enforcement	2
Reg. 10(5)f	Interests of the supplier of the information	2
S.36 (2), Reg.10(5)d	Confidentiality	1
S14 (1), Reg. 10(4)b	Vexatious/manifestly unreasonable	1
S.26	Statutory Prohibition	1
S.34	Investigations	1
Reg. 10(4)c	Request formulated in too general a manner	1
S.27	Future publication	1

Figure 6

Note:

- *There have been a number of occasions on which more than one exemption was applied. The total number of exemptions noted, therefore, does not correspond with the total number of requests to which an exemption was applied*

6 Fees

The Freedom of Information (Scotland) Act 2002 makes limited provision for refusing requests which incur an excessive cost, and for partially recharging those that would cost the authority more than £100.00 to process. The Environmental Information Regulations allows for the full recharge of the cost of dealing with requests.

During the period of this report, the Council refused 2 requests on the grounds that answering them would exceed the statutory cost ceiling and 2 fee notices were issued, neither of which were paid.

7 Reviews and Appeals

Of the 1,012 information requests received, the applicant formally asked the Council to review its decision on 17 occasions. These reviews were determined as detailed in Figure 7.

Requests for reviews 2020/21	
Number of requests for reviews	17
...of which the review upheld the Council's original decision:	9
...of which the review partially upheld the original decision:	1
...of which the review overturned the Council's original decision:	2
...withdrawn by the applicant or void	0
...unresolved at the time of report	5

Figure 7

8 Conclusion

Freedom of Information remains an important element of East Renfrewshire Council's commitment to transparency and accountability. Performance has undoubtedly been impacted by the Covid-19 pandemic, especially in the first quarter of 2020-21, but it is hoped that ongoing work on policy, procedures, training and systems can improve both the customer experience and the Council's performance.

*Report Author:
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May 2021

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